

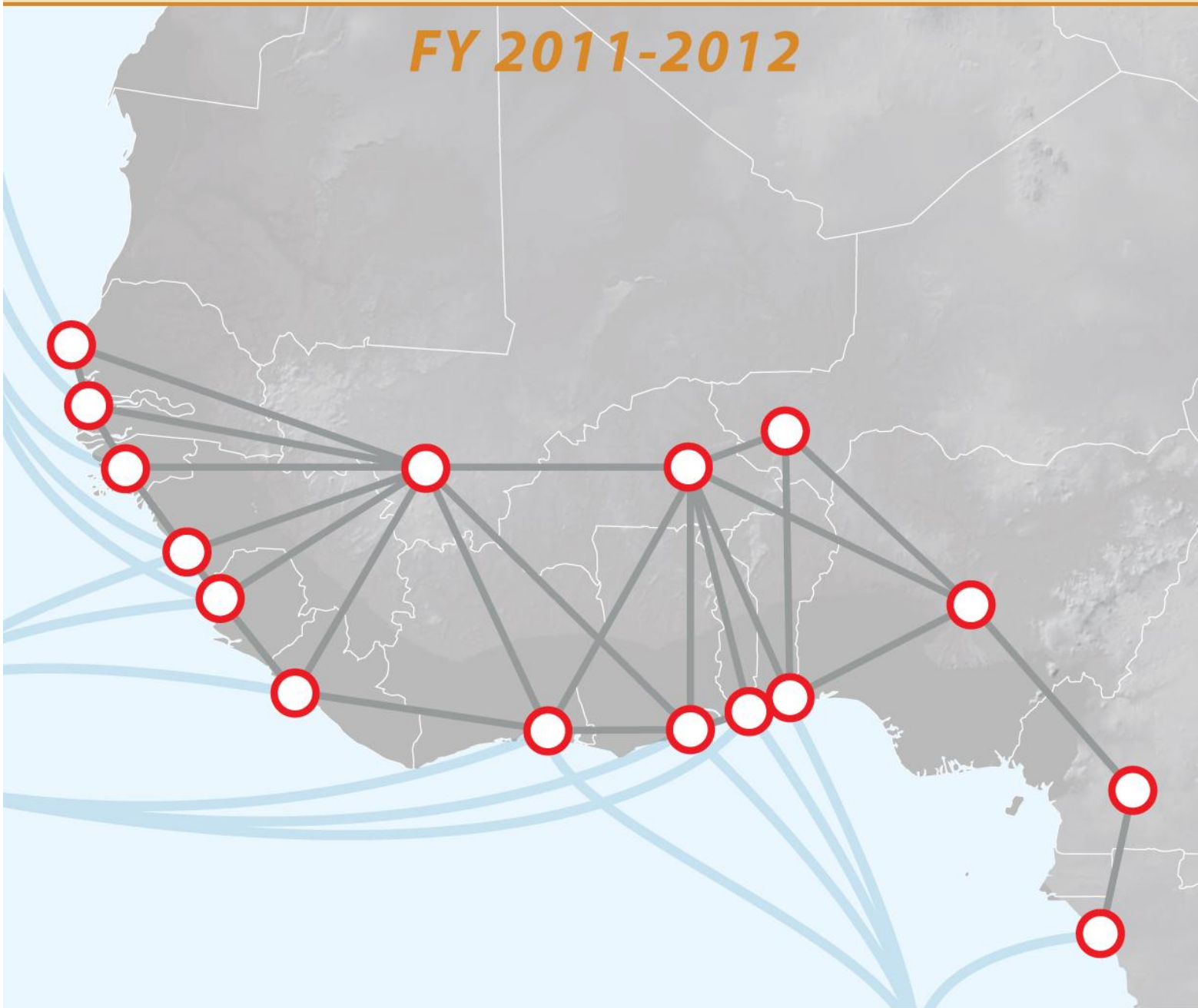


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ANNUAL REPORT

FY 2011-2012



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WEST AFRICA TRADE HUB 2 ANNUAL REPORT

**WEST AFRICA GLOBAL COMPETITIVENESS HUB
PROJECT # EEM-I-00-07-00006-00**

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ACRONYMS & ABBREVIATIONS

AAFEX	<i>Association AFrique agro Export</i> , or African Agro-export Association
AATC	African American Trading Company
ACA	African Cashew Alliance
ACET	Associated Commodities Exporters and Traders
AGCI	African Global Competitiveness Initiative
AGOA	African Growth and Opportunity Act
AIMS	African Investors Management Services
ALCO	Abidjan Lagos Corridor Organization
ARC	AGOA Resource Center
ASEPEX	<i>Agence Sénégalaise de Promotion des Exportations</i>
BOI	Bank of Industry, Nigeria
CAADP	Comprehensive Africa Agriculture Development Program
CBC	<i>Conseil Burkinabè des Chargeurs</i>
COCOBOD	Ghana Cocoa Board
COMESA	Common Market for Eastern and Southern Africa
COP	Chief of Party
CSO	Civil Society Organization
CY	calendar year
CET	Common External Tariff
DCA	Development Credit Authority
DfID	Department for International Development (U.K.)
DSI	<i>Département des Services Informatique</i> (Information Services Department), UEMOA
ECOWAS	Economic Community of West African States
EDIF	Export Development and Investment Fund
EGAT	Economic Growth, Agriculture & Trade
ERC	export-ready company
EPA	Economic Partnership Agreement
ESE	European Seafood Exposition
ETLS	ECOWAS Trade Liberalization Scheme
FOB	free on board
FTA	free trade area
FY	fiscal year
FP	focal point
GAMA	Ghana Apparel Manufacturers' Association
GDA	Global Development Alliance
GSMA	Global System for Mobile Communications Association
GS2010	Global Shea 2010
GSP	General System of Preferences
GIZ	<i>Deutsche Gesellschaft für Internationale Zusammenarbeit</i> (incorporating the former German Development Corporation GTZ)
HACCP	Hazard Analysis and Critical Control Point
HTS	Harmonized Tariff Schedule
ICT	Information and Communication Technology

IESC	International Executive Service Corps
IEE	Initial Environmental Examination
IFC	International Finance Corporation
ITU	International Telecommunications Union
IRTG	Improved Road Transport Governance
MCC	Millennium Challenge Corporation
MOU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
NEPC	Nigerian Export Promotion Council
NGOs	non-governmental organizations
NYIGF	New York International Gift Fair
OPA	<i>Observatoire des Pratiques Anormales</i> (French name for IRTG initiative)
OPIC	Overseas Private Investment Corporation
PCV	Peace Corps Volunteer
PEFIB	Private ECOWAS Financial Improvements Board
PPP	public-private partnership
PSI	Presidential Special Initiative
ROPFA	<i>Réseau des organisations paysannes et des producteurs agricoles de l'Afrique de L'Ouest</i>
RRTC	reduced road transport costs
RTIS	regional trade information system
SAGIC	Senegal Accelerated Growth and Increased Competitiveness
SIAO	<i>Salon International de l'Artisanat de Ouagadougou</i>
SIDIM	<i>Salon International du Design d'Intérieur de Montréal</i>
SME	small and medium enterprise
SOW	scope of work
SPS	sanitary and phyto-sanitary
SSATP	Sub-Saharan Africa Transport Program
TIC	trade and investment capacity
TIFA	Trade and Investment Framework Agreement
UBA	United Bank for Africa Group
UEMOA	<i>Union Economique et Monétaire Ouest Africaine</i> (West African Economic & Monetary Union—WAEMU in English)
USAID	United States Agency for International Development
USG	United States Government
USTR	United States Trade Representative
WAEMU	See <i>UEMOA</i>
WACIP	West Africa Cotton Improvement Program
WAMI	West Africa Monetary Institute
WAMZ	West Africa Monetary Zone
WAML	West Africa Market Links, Ghana
WASSDA	West Africa Sustainable Seafood Development Alliance
WTO	World Trade Organization

EXECUTIVE SUMMARY

Trade and investment across Africa – and particularly in West Africa – continues to grow at a healthy pace. To help maintain this momentum, the USAID West Africa Trade Hub, supported by the U.S. government, is actively helping African producers to take advantage of trade opportunities.

West Africa's robust economic growth, which has continued for more than a decade, has many drivers. The region is far more politically stable today than it was just five years ago



U.S. Trade Representative Ron Kirk, right, and U.S. Assistant Trade Representative for Africa Florie Liser discussed trade and investment during a visit to the USAID Trade Hub in March 2012.

–regional efforts to resolve conflicts have largely succeeded. Further, governments have reformed monetary policy and have also altered policy to make doing business easier – a West African country has been listed as a top reformer in the annual Doing Business reports for the last five years.

Still, it is likely harder to do business in West Africa than most other regions of the world. In “Doing Business 2013”, the only West African country in the top 100 is Ghana (64th); the rest are at the bottom of the rankings. No one wants to do business where failure is more likely because of

myriad challenges. The USAID Trade Hub demonstrates that business in West Africa is not only possible but profitable and sustainable.

Aid to Exporters

In FY 2012, the USAID Trade Hub facilitated USD 68.3 million in exports and USD 33.3 million in investments across five targeted export sectors: cashew (exports of USD 58.3 million, investments of USD 369,000); shea (exports of USD 2.7 million, investments of USD 32.6 million); apparel (exports of USD 3.9 million, investments of USD 186,000); specialty foods (exports of USD 1.8 million, investments of USD 85,000); and home décor (exports of USD 1.5 million, investments of USD 64,000).

The cashew sector accounts for the majority of exports (USD 58.3 million). 43% of these exports consist of processed cashews, which was until recently an unknown phenomenon in West Africa. Meanwhile, by far the largest investment input was in the shea sector (USD 32.6 million), thanks to a major wave of investment in new factories, particularly in Ghana (USD 30 million) and Nigeria (USD 3.2 million).

Direct technical assistance by the Trade Hub reached over 8,000 people and created 2,818 new jobs (1,477 filled by women). Given the multiplier effects, this trade and investment has led to impacts far beyond the 351 companies directly assisted. The economic impact has injected approximately hundreds of millions of dollars into the West African economy. USAID Trade Hub activities directly tackle the supply-side constraints at a company level, demonstrating the potential for export-led growth.

Cashew processing in West Africa is one illustration of the region's economic development. In just five years, processing in the region has increased by approximately 70%, with production capacity increasing by an average of 150,000 MT per year over this period. Instead of exporting raw cashew nuts for processing elsewhere, entrepreneurs

have set up processing facilities across the region, creating more than 10,000 jobs in rural communities where they are needed most.

This dramatic evolution of the cashew sector in West Africa has been driven by the **African Cashew Alliance** (ACA), co-founded by the USAID Trade Hub in 2006 with 24 members; today 176 companies, organizations, development partners and service providers are part of what is truly a global organization. USAID Trade Hub support was critical from the beginning, directly connecting the ACA to the expertise it needed to effect improvements in the industry. Today it is fully independent, deriving more than 70% of its operating funds from private sector sources. Dozens of business cases illustrate the critical role that USAID Trade Hub support has played in successes across the cashew industry in West Africa.

One example is in Togo, where Cajou Espoir faced the kinds of barriers that can severely challenge even the best of business plans, namely lack of access to finance, lack of technical expertise and limited access to markets. The USAID Trade Hub provided assistance that effectively addressed each of these challenges:

- Access to finance was facilitated after the African Cashew Alliance, USAID West Africa and the *Banque Ouest Africain de Développement* signed a Memorandum of Understanding to facilitate loans to cashew processors. Cajou Espoir obtained a USD 2.4 million loan that allowed it to expand its operations, creating 600 jobs.
- The ACA's Quality and Sustainability Seal program, an innovation supported by the USAID Trade Hub and major international buyers including Kraft Foods and Intersnack, assures buyers that the company complies with international standards on food safety and quality as well as labor practices. Cajou Espoir has signed up for the Seal program and the ACA is assessing its practices for certification.
- The USAID Trade Hub's market linkages program connected Cajou Espoir to buyers in international markets, presenting a company profile and capacity specifications to make the sourcing case.

The **handcrafts** sector also exemplifies the USAID Trade Hub's integrated approach to enabling trade: Technical Assistance, Access to Finance (A2F) and Market Linkages are all combined to provide a complete package of assistance. When a major handcrafts importer in the U.S. sought products from West Africa, the USAID Trade Hub worked with producers, an export agent, and the buyer to make the deal happen. A total of 21 containers of products were purchased, their contents ranging from terracotta vases to carved figures to *djembe* drums. But the work actually began months before the buyer even considered sourcing in West Africa: USAID Trade Hub technical assistance helped producers develop new products corresponding to current market demand, and an online company showcase, under the USAID Trade Hub-supported AfricaNow! brand, presented the products. The deal ultimately involved eight producers in Ghana whom the buyer met during visits facilitated by the USAID Trade Hub. The USAID Trade Hub finance team then connected producers to the Grassroots Business Fund and assisted the companies in preparing requests for financing. The loans ultimately allowed the companies to procure raw materials to fulfill the orders. The USAID Trade Hub's transport team provided further support by helping the producers overcome transport and logistics issues.

Access to Finance

Enabling access to finance is a central plank of the USAID Trade Hub's strategy. In FY 2012, the USAID Trade Hub helped secure financing of over USD 16 million in the cashew sector alone.

Strategic partnerships with social investment funds grew in FY 2012. In addition to existing partnerships with Root Capital, Acumen Fund and Grassroots Business Fund, the Finance team developed and is now implementing partnerships with ResponsAbility, another social investor, as well as equity investor I&P Conseil.

The USAID Trade Hub's finance work is implemented by business service agencies under performance-based contracts, with each covering a geographic zone in the region. The agencies assist ERCs in preparing business plans and presenting the plans to commercial banks and other financial institutions. At the same time, the agencies work with the banks and other financial institutions to understand the opportunities in non-traditional export sectors. This approach has expanded access to finance and the proof of concept is verified by follow-on loans the companies have obtained after formal assistance has been completed.

The USAID Trade Hub is also involved in debt restructuring support in collaboration with commercial banks, with savings in excess of USD 1.5 million. Particular focus in this regard has been on the Cameroonian coffee sector, but the Nigerian cashew and Malian shea sectors have also benefited.

In partnerships with African Cashew Alliance, Global Shea Alliance and more recently Borderless Alliance, the USAID Trade Hub in FY 2012 has become increasingly involved in providing training to help commercial banks and other financial institutions recognize the most viable Export-Ready Companies (ERCs) seeking loans for expansion. Simultaneously, these ERCs have received training and other capacity-building support from the USAID Trade Hub and its Financial Facilitators - experts in identifying, structuring and negotiating A2F deals on behalf of ERCs - to increase the likelihood of their loan applications being successful.



USAID Trade Hub reports and studies have helped stakeholders change policy, leading to significant reductions in delays and costs.

Addressing Constraints to Regional Trade

The impacts of the USAID Trade Hub's activities reach beyond the immediate value of exports and investments. The USAID Trade Hub has used the knowledge and insights of private sector stakeholders to address the broader constraints to trade and investment, which is the key to unlocking the region's economic growth and development potential.

Transport costs in West Africa are among the highest in the world, and delays, with the uncertainty for business they cause, discourage investment and impede export growth. The USAID Trade Hub's evidence-based advocacy approach has led to marked improvements in transport efficiency. In 2008, it took a total of 20 days, on average, to move a 20-foot container from the Port of Tema to Ouagarinter, the inland terminal in Ouagadougou, the capital of Burkina Faso. However, in 2012 it took 16.5 days. Improvements in cargo clearance times were even greater during the same period: in 2008 an average delay of 3.0 days occurred in the clearing of goods at Ouagarinter, while by 2012, delays had fallen almost by half, to an average of 1.7 days. It is estimated that the reduction in delays have saved businesses a total of USD 7.16 million over these four years. Bribery has also declined significantly since 2007, and fell by 45% in FY 2012 alone. In 2008, a truck driver paid an average of USD 399 per trip in bribes on the Tema-Ouagadougou corridor; by 2012, the average was USD 268.

These improvements have occurred as a result of multiple-stakeholder initiatives driven by the USAID Trade Hub's alliance-building approach. ECOWAS and UEMOA, the regional economic bodies which devise policy prescriptions for Member States, are close collaborators, as are development partners at DFID, JICA and GIZ; transport, trade and finance ministries in Member States; the World Bank and the European Union; and the

private sector. In 2010, the USAID Trade Hub launched the **Borderless** campaign to raise awareness of border-related barriers to trade and, in 2011, the USAID Trade Hub brought private sector stakeholders together to co-found the *Borderless Alliance*, a platform for targeted, evidence-based advocacy efforts. Quarterly reports on checkpoints, bribes and delays, which the USAID Trade Hub publishes with UEMOA, are the primary source of data for the USAID Trade Hub's evidence-based strategy, which involves raising awareness among key stakeholders and the general public to influence policymakers. USAID Trade Hub comprehensive cost studies on specific corridors complement the quarterly reports, providing a broader picture of the situation.

The aforementioned decline in clearance times at Ouagarinter was directly driven by this approach. In April 2009, the USAID Trade Hub published the first of its comprehensive studies of transport costs on a West African corridor – the Tema-Ouagadougou corridor. A USAID Trade Hub workshop involving Cotecna, the destination inspection company at Ouagarinter, led the company to make a number of changes to its processes and procedures, leading to the significant reductions in delays.

Under the Borderless banner, the Trade Hub organizes roadshows and other outreach activities along corridors with private-sector partners, ministries of finance and transport, police, gendarmes, customs and other officials and the media, enabling thousands of stakeholders to learn about the data and their implications. The Borderless and USAID Trade Hub websites make the data and studies readily accessible, while more widespread awareness is achieved through social media, including Twitter, Facebook and YouTube.

In Côte d'Ivoire, Senegal and Togo, policy changes have decreased delays and bribes, with policymakers citing the USAID-UEMOA quarterly reports on road governance. The launch of Border Information Centers at the Ghana-Togo and Ghana-Burkina borders has also created a platform for public and private sector stakeholders to address the causes of delays and harassment. The USAID Trade Hub devised the idea of the centers after completing a study of gaps in the implementation of the ECOWAS Trade Liberalization Scheme in nine countries. ECOWAS used the study to promote full ETLS implementation among Member States. The centers are improving the efficiency and lowering the costs of moving traded goods across borders by bringing stakeholders together to identify and resolve these issues, in addition to providing information and assistance at borders where traders need it.

An example of success in this regard is the work of Borderless at Aflao on the Ghana-Togo border. Bringing stakeholders together to identify the reasons behind what was a major transport bottleneck in the region, stakeholders determined that enormous delays were being caused by a procedure implemented by the clearing company, BIVAC. For goods valued at over USD 3,000, BIVAC's procedure was to photograph the shipment and send the photographs to the Ghanaian capital of Accra for further analysis, a process which usually took several days. All stakeholders agreed that such a procedure was grossly inefficient and, under pressure from all sides, BIVAC agreed to change the procedure to allow valuations to take place at Aflao itself, significantly decreasing clearance times.

Building Alliances

At the 7th annual conference of the **African Cashew Alliance** in Cotonou, Benin, the ACA signed Memoranda of Understanding with the body that regulates the cashew trade in Africa's largest cashew producing country – Côte d'Ivoire – and with Nigeria's National Cashew Association. The MOUs directly connect public and private sector stakeholders to address the issues affecting the cashew industry. The ACA's ability to strengthen the cashew sector results from the expertise and insight it has gained by providing practical assistance to companies across the region and around the world. Very basically, it connects producers to buyers in order to grow business, and, more comprehensively, it facilitates private sector engagement with ACA-implemented



farmer training programs. The ACA's trajectory reflects its growing importance: barely 50 stakeholders participated in its inaugural conference in 2006; more than 530 stakeholders traveled to Cotonou in September 2012 for its 7th conference, the world's largest-ever cashew conference. Moreover, its importance can only grow further, since the area suitable for cashew trees in West Africa will double by 2050 due to global climate change. USAID Trade Hub assistance has harnessed the economic power of cashew, creating jobs and alleviating poverty.

Benin provides one of many examples. Three years ago, Benin's cashew industry consisted mainly of the export of unprocessed cashews to India. Today, following work by the ACA, the USAID Trade Hub and their partners, Benin has six industrial cashew processing facilities employing around 15,000 workers (70% of whom are women) in an industry which until very recently essentially did not exist. This year's Beninese cashew harvest saw approximately 10,000 tons of nuts processed domestically, and this is expected to rise to 15,000 tons per harvest in the near future.

The **Global Shea Alliance**, co-founded with USAID Trade Hub support in 2011, plays a similar role. The GSA connects businesses, leverages private sector resources for the good of the industry as a whole, and links companies to markets. Its membership has directly contributed to policy discussions in Benin, Burkina Faso, Ghana and Nigeria. Its 2012 conference drew more than 450 stakeholders to an event where, among other things, stakeholders identified quality as a significant issue in the value chain. The Alliance facilitated a private-public partnership to launch a pilot scheme training more than 6,000 women in Benin and Ghana in techniques to preserve quality sheanuts. With support from the World Bank's Business Development Services Fund in Ghana and Fludor, a major sheanut processor, in Benin, the Alliance developed training materials and mounted a radio campaign in local languages that led to the more than 6,000 women participating in the program. The USAID Trade Hub's technical assistance and market linkages support facilitated the program's success.



In FY 2012, membership in the Global Shea Alliance grew to more than 160 members in 32 countries. The organization recruited a Managing Director, and completed a strategic plan which puts the empowerment of women – more than 16 million of whom collect sheanuts across West Africa – at the heart of its activities.

The USAID Trade Hub's approach to alliance-building has proven valuable beyond targeted export sectors and industries. The **Borderless Alliance** (discussed above under "Addressing Constraints to Regional Trade") is a union of public and private sector stakeholders in cross-border trade, encompassing not only business but also the region's government ministries and regional bodies ECOWAS and UEMOA, as well as other significant stakeholders including the World Bank.

In FY 2012 the USAID Trade Hub collaborated closely with the USAID Business Environments for Agile Markets (BEAM) project to implement activities which promote better public policy. BEAM supported Border Information Center activities and the planning of two additional Centers scheduled for launch by the end of FY 2012, as well as activities across all the USAID Trade Hub value chains in Benin, Burkina Faso, Côte d'Ivoire, Guinea and Niger.

Across West Africa, economic growth and development continues to increase. Working directly with hundreds of companies and with thousands of public and private stakeholders on issues which directly affect the region's overall competitiveness, the USAID Trade Hub has surpassed key targets by significant margins. The USAID Trade Hub's alliance approach, which is fundamental to its success, is effective firstly because it is practical on a company level and secondly because it leverages the experiences and knowledge of many companies which together can make positive, substantive changes in the trade environment.

Across all sectors, the key to the USAID Trade Hub approach is sustainability: from the formation of industry alliances, to training of specialist trainers, to the establishment of entirely new industries such as cashew processing, initiatives are designed to ensure that the USAID Trade Hub's work will be continued in the long term by West African stakeholders on their own account, thus ensuring the continuation of sustainable, independent growth across the region.

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BACKGROUND

USAID's West Africa Trade Hub was initiated in 2003 under the President's African Global Competitiveness Initiative (AGCI). The Trade Hub grew out of the African Growth and Opportunity Act, after policymakers realized that simply eliminating tariffs on goods from eligible African countries was not alone sufficient to make West Africa competitive. The Trade Hub's overall goal was to help transform the West African economy by addressing some of the most burdensome constraints to competitiveness: high transport and telecommunications costs, limited access to finance, and inconsistent implementation of regional trade policies. These efforts are, in turn, driven by direct assistance to West African exporters, whose success demonstrates the potential of each sector to create jobs and increase incomes.

The USAID Trade Hub takes a demand-driven approach to facilitating exports and strengthening value chains, working from the market backward to identify how West African firms can improve their products and processes to meet market requirements. By exposing firms to buyers and investors in global markets, the Trade Hub facilitates a better understanding among West African firms of market requirements, and then provides technical assistance to help the firms meet those requirements. Where constraints to competitiveness are not unique to one particular firm, the Trade Hub has facilitated the formation and strengthening of industry clusters, alliances or trade associations addressing common constraints. In addition to enabling collaboration between industry leaders on initiatives such as joint marketing campaigns, these alliances and associations provide platforms for engagement with policymakers on issues of concern to the private sector. They also provide a platform for collaboration with other industries of critical importance to their success, including the financial services, telecommunications and transport logistics industries. Industry clusters and alliances have been promoted and strengthened through credible and visible international brands developed with stakeholders across an industry.

This report summarizes the achievements of the USAID Trade Hub project over the past 12 months, which worked in four components: Trade and Investment Capacity (Business), Transportation Infrastructure, Financial Services, and Business Environment. While the Business component involved working directly with companies in specific value chains, the other components cut across all value chains.

Dissemination of information has always been a key aspect of the USAID Trade Hub project. The USAID Trade Hub produces marketing and branding materials, and maintains nine websites, three Facebook pages, three Twitter feeds and a YouTube channel; it publishes a monthly newsletter with nearly 20,000 subscribers; and ensures that USAID Trade Hub-generated reports and materials are also available in French and Portuguese.¹ A library of these materials can be found on the website www.watradehub.com.

¹ Our websites are www.watradehub.com, www.agoatoolkit.com, www.africa-now.org, www.africancashewalliance.org, www.financetrade.org, www.globalshea.org, www.tastafricanow.com, www.wassda.org and www.borderlesswa.com.

INDICATORS

Indicator	Unit of measure	Q4 FY2012 (Jul - Sep 2012)			FY2012 (Nov 2011 - Sep 2012)			Life of Project (Oct 2007 - Sep 2012)		
		Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved
Trade and Investment Competitiveness										
Number of firms receiving capacity-building assistance to export from the Trade Hub ²	Number of firms	90	111	123%	300	351	117%	1,125	3,595	320%
	Women owned firms	30	46	153%	100	135	135%	300	1,162	387%
Number of Trade Hub supported capacity building events related to improving trade and attracting investments	Number of events	7	215 ³	2648%	25	222	888%	97	329	339%
Number of participants in Trade Hub supported capacity building events related to improving trade or attracting investment	Number of people	450	7,110	1580%	1,500	8,230	549%	4,900	17,163	350%
	Number of women trained	150	5,656	3771%	500	5,973	1195%	1,500	8,574	572%
Value of investment facilitated by the Trade Hub (USD) ⁴	Value of investments	4,500,000	70,297	2%	15,000,000	33,333,132	222%	29,000,000	87,109,189 ⁵	300%
Value of exports facilitated by the Trade Hub (USD)	Total value of exports ⁶	9,000,000	11,363,877 ⁷	126%	30,000,000	68,403,689	228%	92,000,000	246,895,191	268%
Number of jobs created attributable to Trade Hub support	Number of jobs	300	88	29%	1,000	2,818	282%	5,000	12,775	255%
	Number of Women	N/A	79	N/A	N/A	1,477	N/A	N/A	8,614	N/A

² Prior to November 2011, companies are counted for each reporting period during which they receive technical assistance.

³ The Global Shea Alliance's Shea Nut Quality Improvement Program, which trains women on best practices for collecting and preparing shea nuts for sale, accounts for roughly 90% of the number of trainings and people trained in this reporting period.

⁴ Data for indicators on the value of investment facilitated, new exports facilitated, and jobs, are collected from the export-ready companies the Trade Hub works with. The Trade Hub sends out questionnaires requesting information on indicators two weeks prior to the end of each quarter to all companies receiving technical assistance to collect data on investment, exports, and jobs, and reports on the total of their responses. The Business Technical Coordinators and the M&E Specialist save and file all information from individual companies and tally the information for reporting purposes. Further, the Trade Hub periodically validates the authenticity of data received from the responding companies by inspecting bills of lading for exports and conducting site visits to inspect new machinery purchased or new construction. Value of exports and investments are very conservative figures. They include products actually shipped to international buyers, not pending sales and investments implemented, not planned. All values are in U.S. Dollars.

⁵ The majority of Trade Hub facilitated investment stems from a small number of one-off, multimillion dollar investments of physical plant in the cashew and shea sectors.

⁶ This value equals the total value of exports worldwide but does not include sales within the region, which are counted separately as intra-regional trade.

⁷ Exports in the Cashew sector account for nearly 70% of total exports.

Indicator	Unit of measure	Q4 FY2012 (Jul - Sep 2012)			FY2012 (Nov 2011 - Sep 2012)			Life of Project (Oct 2007 - Sep 2012)		
		Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved
Financial Services										
Do lending institutions access credit bureau reports as part of the credit investigation process?	Yes/No	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Number of new banking products and services established by allied banks ⁸	Number of products	1	1 ⁹	100%	2	3	150%	8	11	138%
Number of loans made by allied banks to client ERCs ¹⁰	Number of loans	3	0 ¹¹	0.00%	10	10	100%	115	38	33%
Value of new loans made to ERCs (USD)	Value of loans	1,200,000	0	0%	4,000,000	4,412,000	110%	8,000,000	13,210,905	165%

⁸ Allied banks are banks that work frequently with the Trade Hub, and who have implemented financial products and services that enhance access to finance for export-ready companies.

⁹ A new lending facility for the cashew sector, in excess of \$16 million, was created as part of an agreement between the African Cashew Alliance, Trade Hub, on behalf USAID, and regional banks including the ECOWAS Bank for Investment and Development and the West Africa Bank for Development.

¹⁰ Defined as loan funds disbursed to export-ready companies.

¹¹ The ECOWAS Bank for Investment and Development approved a \$2,400,000 loan Cajou Espoir, a Togolese cashew processor, during this reporting period. These funds have yet to be disbursed and are therefore not counted in this indicator.

Indicator	Unit of measure	Q4 FY2012 (Jul - Sep 2012)			FY2012 (Nov 2011 - Sep 2012)			Life of Project (Oct 2007 - Sep 2012)		
		Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved
Borderless Trade & Transport										
Number of people receiving Trade Hub supported training in transportation-related policy and regulatory practices	Number of people trained	1,200	505	42%	4,000	2,351	59%	12,500	22,200	178%
	Number of women trained	90	38	42%	300	161	54%	390	880	226%
Number of improved national transportation and logistics policies adopted this year as a result of Trade Hub assistance	Policy document	2	0	0%	6	7	117%	13	20	154%
Reduction in the number of barriers along priority West African trucking corridors ¹²	Number of barriers/checkpoint	-4.5%	-5.0% ¹³	110%	-15%	10% ¹⁴	-67%	-42%	-18% ¹⁵	43%
Reduction in average ¹⁶ transportation & logistics costs (direct & indirect) for key exports using priority West African trucking corridors	Percent of cost	-4%	2.4% ¹⁷	-167%	-4%	2.4%	-167%	-20%	-1.7% ¹⁸	9%

¹² This is the average number of barriers across all corridors, weighted by the length of the corridor.

¹³ This is the change since the last reporting period

¹⁴ This figure represents year to date reduction

¹⁵ This figure represents the total reduction from the beginning of the project to date.

¹⁶ This is a measure of the formal and informal cost of shipping 15MT of cargo in a 20ft container from Ouagadougou, Burkina Faso thru Tema Port in Ghana. It is measured annually in constant 2008 US dollars.

¹⁷ This figure represents a year to date increase.

¹⁸ This figure represents the total reduction from the beginning of the project to date.

Indicator	Unit of measure	Q4 FY2012 (Jul - Sep 2012)			FY2012 (Nov 2011 - Sep 2012)			Life of Project (Oct 2007 - Sep 2012)		
		Target	Achieved	% Achieved	Target	Achieved	% Achieved	Target	Achieved	% Achieved
Borderless Business Environment										
Number of trade and investment enabling environment diagnostics conducted ¹⁹	Number of diagnostics conducted	1	0	0.00%	3	3 ²⁰	100%	20	14	71%
Number of consultative processes with private sector as a result of Trade Hub assistance ²¹	Number of consultative processes	6	6	100.00%	20	27	135%	83	60	72%
Number of ECOWAS capacity building activities ²²	Number of activities	2	6	300.00%	7	14	200%	11	36	327%

¹⁹ This is defined as studies, reports or analyses that identify or diagnose constraints for trade. Figures in this report vary from previous reports on account of this redefinition.

²⁰ "Implementing the Express/Expedited Lane Concept" study of the Ghana-Togo Border at Aflao, Ghana; Analysis of cargo clearance time data capture at the Aflao border post; & the Borderless Alliance Annual Report

²¹ Consultative processes are Hub facilitate private-public dialogues or Hub consultations with the private sector. These processes are documented by questionnaires and other information provided by the Trade Hub's Business Environment Coordinator. Figures in this report vary from previous reports on account of this redefinition.

²² This is defined as an activity supporting ECOWAS and Member States to build capacity on ETLs and Free Trade Area and Customs Union implementation. Figures in this report vary from previous reports on account of this redefinition.

Country Summary Table (November 2011 – September 2012)

Country	# Trade Hub Person Trips	Value of exports facilitated USD	Value of investment facilitated USD	# Jobs added		Value of Intra-regional trade USD	# Companies received technical assistance		TIC training		Transport Infrastructure training	
				total	(# women)		total	(# women-owned)	total	(# women)	total	# women
Benin	51	966,233	69,455	172	52	273,000	29	7	1,226	700	334	1
Burkina Faso	51	4,758,444	450	45	36	-	39	18	133	33	337	11
Cameroon	1	75,167	-	-	-	-	40	17	20	7	-	-
Cape Verde	-	-	-	-	-	-	-	-	-	-	-	-
Chad	1	-	-	-	-	-	-	-	65	13	-	-
Côte d'Ivoire	61	29,716,307	-	1,200	720	-	23	13	291	89	836	-
Gabon	-	-	-	-	-	-	-	-	-	-	-	-
Gambia	-	-	-	-	-	-	8	2	29	3	-	-
Ghana	37	24,433,788	30,384,780	1,080	527	2,152,343	76	25	5,868	5,678	224	5
Guinea	3	-	-	-	-	12,000	3	1	72	29	-	-
Guinea-Bissau	-	1,160,250	-	287	114	-	-	-	-	-	-	-
Liberia	-	-	-	-	-	-	22	17	1	1	-	-
Mali	4	14,744	500	7	2	4,012	38	10	56	29	-	-
Mauritania	-	-	-	-	-	-	-	-	-	-	-	-
Niger	6	-	-	-	-	-	1	-	142	20	127	1
Nigeria	14	6,007,875	2,502,500	-	-	-	27	8	130	57	-	-
São Tomé e Príncipe	-	-	-	-	-	-	-	-	-	-	-	-
Senegal	5	567,942	68,647	27	26	-	31	16	178	30	318	-
Sierra Leone	-	-	4,800	-	-	-	1	-	-	-	-	-
Togo	27	702,940	302,000	-	-	-	13	1	19	5	175	6
Total	261	68,403,689	33,333,132	2,818	1,477	2,441,355	351	135	8,230	6,694	2,351	24



1. TRADE & INVESTMENT CAPACITY (BUSINESS)

In FY 2012, the Trade Hub's Trade & Investment Capacity (Business) component provided direct technical assistance to 351 companies, 135 of them women owned, and capacity building activities reached 8,230 people – 5,973 of them women. USAID Trade Hub assistance facilitated the creation of 2,818 jobs, 1,477 of them for women. USAID Trade Hub-assisted companies reported USD 68.4 million in exports facilitated and USAID Trade Hub assistance facilitated USD 33.3 million in investments.

The Trade Hub's business report is divided into AGOA and Market Linkages cross-cutting services assisting all sectors, and industry-specific training, technical assistance to firms, activities and results in each of the value chains.

The power of cooperation

The primary thrust of the USAID Trade Hub's activities in Business has been to build industry alliances. The African Cashew Alliance, the Global Shea Alliance, the AfricaNow! network and the Taste of Africa brand illustrate the power of building cooperation in and among activities that stimulate job growth and that empower women. Industry alliances are hardly a novel concept and, indeed, there are many across West Africa. However, they are generally national in scope and directed by the public sector. The scope of USAID Trade Hub alliances is regional and, more importantly, primarily driven by private sector innovation, resources and commitment. The alliance approach has immediate practical importance to members of particular industries: they meet other businesses facing the same issues they are facing and looking for ideas – and they meet partners with whom they can do business. They are connected to stakeholders across their value chain and in industries of value to their businesses – in finance, transport and logistics, and other service providers.

For economic development on a grander scale – that will impact all businesses in West Africa – industry alliances play an even more important role than simply helping their members do more business: the alliances supported by the USAID Trade Hub are increasingly focusing their attention on public policy that impede the growth and profitability of business. They are reaching out across industries to inform policy makers on these issues – and, as a result, helping make national and regional economies more vibrant and adaptive. This opportunity, more than any other, will transform West Africa's economy.

In *Vulnerable People, Vulnerable States: Redefining the Development Challenge*, economists Daniel W. Bromley and Glen D. Anderson, argue that development is stifled, and that poverty persists, because the economy is dysfunctional. Entrepreneurial initiative is stifled at every turn. When persistent dysfunction is corrected, markets and economic processes work well—a phenomenon the authors call “economic coherence.” Bromley and Anderson insist that economic development assistance such as the USAID Trade Hub must help to remove impediments to national economic processes and policies.

In FY 2012, the USAID Trade Hub-supported African Cashew Alliance and Global Shea Alliance demonstrated the ability to engage with policy makers in ways that are building economic coherence. Similar USAID Trade Hub-supported activities that brought stakeholders together demonstrated similar impact and potential impact.

“The Trade Hub is working,” said U.S. Trade Representative Ron Kirk during a visit to the USAID Trade Hub in July 2012. “The Trade Hub is spectacularly effective at working with governments and, more critically, with business – helping them fully achieve their potential.”

1.1 AGOA Services

Introduction

The African Growth and Opportunity Act (AGOA), which eliminates tariffs on 6,400 products from eligible African countries, constitutes a fundamental pillar in U.S. trade policy toward Sub-Saharan Africa. Expanding African capacity to effectively access and benefit from global markets was the central focus of both the 2012 AGOA Ministerial Forum and the new *U.S. Strategy Toward Sub-Saharan Africa*. The extension of the Third Country Fabric provision to 2015, and the possible extension of AGOA beyond 2015, give a clear signal of the tremendous trade opportunities African countries can harness through AGOA.

The USAID Trade Hub provides technical assistance to trade support institutions (TSIs) through a network of 18 AGOA Resource Centers (ARCs) working with export-ready companies (ERCs), customs services and governments. Assistance focuses on export procedures and documentation, and at a higher level, sectoral export strategies to help eligible countries take better advantage of AGOA.

For fiscal year 2012, the USAID Trade Hub focused on enhancing the capacity of the ARCs and expanding the ARC network, as well as creating a virtual platform for knowledge-sharing and best practices for export documentation between U.S. Customs and Border Protection (U.S.CBP) and West African Customs Services, and also pushing for the definition and implementation of sectoral export strategies.

Most importantly, the USAID Trade Hub, in its drive for sustainability, formulated a proposal to transform the ARCs into Trade Resource Centers (TRCs) (see Annex 14). The TRCs will have a wider scope and will work with the USAID Trade Hub and other partners to foster both regional and international trade. The proposal has already attracted attention from the African Development Bank (AfDB), and we expect external funding to come from ECOWAS,



AfDB, and possibly the International Trade Center (ITC) in Geneva.

Results

Supporting women's capacity building efforts of the African Women's Entrepreneurship Program

At the 2011 AGOA Forum, U.S. Secretary of State Hillary Clinton launched the African Women's Entrepreneurship Program (AWEP) with 36 women business leaders from across the continent. In FY 2012, the USAID Trade Hub continued to support the expansion of the AWEP network across West Africa, providing assistance to women leaders as they launched chapters in **Ghana, Liberia and Sierra Leone**. At the 2012 AGOA Forum, Secretary of State Clinton pointed to the work of Comfort Adjahoe as fulfilling AWEP aspirations. Adjahoe is the CEO of Ele Agbe, a USAID Trade Hub-assisted handcrafts exporter. With USAID Trade Hub support, Adjahoe submitted an application for grant support to the Department of State that was approved for support in August 2012. The USAID Trade Hub will assist Adjahoe in the activities she has developed to build the business skills of women entrepreneurs in **Ghana**.

Enhancing capacity and driving sustainability for the AGOA Resource Centers (ARC) network

The USAID Trade Hub invited the Trade Advisors from **Benin, Burkina Faso, Cameroon and Mali**, as well the ARC Administrators from **Côte d'Ivoire, Gambia and Togo**, to attend the 2012 Shea Conference in Cotonou, **Benin**. There they met stakeholders representing every aspect of the shea industry, participated in training on industry issues and trade facilitation under AGOA, and discussed the latest market trends and issues. The training provided tools to the Trade Advisors and Administrators which will translate into more effective technical assistance to ERCs in shea-exporting countries.

The ARCs from **Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Gambia, Sierra Leone, and Togo** also attended the 11th annual AGOA Forum in Washington D.C. to participate in the Civil Society Forum. Besides the opportunity to network with delegates from participating countries, U.S. Government agencies, Civil Society and Ministerial forums, they gained a new contextual and technical understanding of AGOA and how to best take advantage of the opportunities it offers. The ARCs also participated at the Fancy Food Show, allowing them to appreciate U.S. and world market demands, and meet competitors for specialty foods.

The USAID Trade Hub extended the enhanced AGOA Resource Centers (eARCs) in the region with the opening of an eARC at the Chamber of Commerce and Industry (CCI-BF) in **Burkina Faso**, bringing the total number of eARCs to four. A major success is the integration of the **Cameroon** Trade Advisor into the **Cameroonian** Chamber of Commerce, Industry, Mines and Crafts (CCIMC) after one year of Trade Hub financial support, thus reinforcing the sustainability framework proposed by the Trade Hub. The most notable success in **Cameroon**, driven by the eARC, is the set-up of a new National AGOA Committee by the Prime Minister, a committee tasked to propose sectoral strategies to boost AGOA exports from **Cameroon**.

The Trade Hub also opened an ARC in **Niger** at the Chamber of Commerce, Industry and Handicrafts (CCIAN), and in **Côte d'Ivoire** at the *Association pour la Promotion des Exportations de Côte d'Ivoire* (APEX-CI). Additionally, the Trade Hub is currently planning to enhance the ARCs in **Guinea and Niger** with Business Environments for Agile Markets (BEAM) funding.

The Trade Hub completed a proposal to transform the ARCs into Trade Resource Centers (TRCs) to widen the scope of interventions and advisory services provided to companies and governments in the region. The TRC concept has already attracted attention from the AfDB, and the Trade Hub anticipates ECOWAS and AfDB to support financially and technically the host institutions housing the TRCs.

ARCs provide technical assistance and training to support exports from the region

For fiscal year 2012, ARCs in **Benin, Burkina Faso, Cameroon, Côte d'Ivoire, Liberia, Mali, and Nigeria** provided technical assistance to 527 businesses and individuals (including 100 women) seeking sector-specific information, tradeshow and buyers.

The ARC network was also involved in a number of training and outreach activities, specifically:

1. The eARC in **Burkina Faso** participated in an AGOA and export-readiness workshop in Bobo Dioulasso, in collaboration with the U.S. Embassy, attended by over 115 businesses and individuals.

The eARC in **Burkina Faso** also reached out to businesses and trade associations, including the *Association Régionale des Professionnels du Sésame du Burkina Faso* (ARPSB), a professional regional business association in the sesame sector, which is seeking ways to improve the competitiveness of the sector, the second largest export of **Burkina Faso** after cotton.

The eARC in **Burkina Faso** and the Chamber of Commerce and Industry facilitated the visit of the USAID Trade Hub's Finance Director, Specialty Food Advisor and Market Linkages Manager to assist and train 10 Burkinabè businesses (in the dried mango, cashew, shea butter, sesame, and honey sectors) which exhibited their products at the Natural Products Expo East tradeshow in Baltimore. This initiative by the Chamber of Commerce and Industry was supported by the USAID Trade Hub – it illustrates an important transfer of skills to local partners, which will sustain market linkages activities. The USAID Trade Hub further facilitated several business-to-business events for an additional 25 Burkinabè businesses, in collaboration with the Corporate Council on Africa in Washington, D.C., and the African and Caribbean Business Council in Philadelphia.

The eARC in **Burkina Faso** also provided assistance to the Borderless Alliance team during a Borderless membership drive, and facilitated a group discussion on transport costs and procedures related to the transit of goods from the port of Tema. Finally, the eARC is also helping the USAID Trade Hub's Home Décor team to prepare activities at the October 2012 regional arts and handcrafts fair, *Salon International de l'Artisanat de Ouagadougou* (SIAO).

2. The ARC in **Côte d'Ivoire**, hosted by the export promotion organization *Association pour la Promotion des Exportateurs de Côte d'Ivoire* (APEX-CI), created a database of exporters, mobilized an 11-person delegation to Shea 2012 in **Benin**, and subsequently organized a seminar for stakeholders in the shea sector. The ARC also assisted the USAID Trade Hub in organizing the first Borderless Conference, and facilitated the visit of U.S. Assistant Trade Representative for Africa Florie Liser by organizing an exhibition of Ivorian products (textiles, specialty foods, handcrafts). The ARC, with support from USAID Trade Hub Specialty Food Advisor Makhtar Thiam, trained 10 companies on U.S. market access for Specialty Foods, which addressed issues including FDA registration, packaging and labeling for four Ivorian companies which subsequently attended the Fancy Food Show.

The ARC in **Côte d'Ivoire** is also working to structure the Fashion Designers' Association, and helped organize the Handicrafts Exporters workshop organized by the Trade Hub.

3. The eARC in **Cameroon** participated in two AGOA training workshops in collaboration with the U.S. Embassy which involved 80 participants. The eARC also participated in a workshop in Limbe, organized by the regional delegation of the **Cameroonian** Chamber of Commerce, Industry, Mines and Crafts (CCIMC) and the U.S. Embassy which saw the participation of 40 businesses.

The eARC Trade Advisor also led a 10-company delegation to Seattle's North West Food Service Show, which features over 400 vendor booths and attracts over 5,000 food service professionals. The show featured new product releases, educational seminars, and training and networking opportunities. One **Cameroonian** coffee exporter negotiated an order for a

20-foot container of coffee.

4. The ARC at Bank of Industry (BOI) in **Nigeria** provided technical assistance on packaging and labeling, and financial support to a **Nigerian** company attending the Fancy Food Show. The ARC also trained 40 companies in packaging, labeling and access to finance.

The ARC reached out to partners such as the **Nigerian** Export Promotion Council (NEPC), the Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) and **Nigerian** Customs Services, to identify new ERCs and to map export procedures, in order to help companies take advantage of AGOA.

5. The eARC in **Benin** supported the USAID Trade Hub in organizing Shea 2012, by liaising with local stakeholders and sponsors, and by making logistical arrangements.

The eARC participated in AGOA workshops organized by the Chamber of Commerce and Industry of **Benin** (CCIB) and the Private Sector Directorate (Ministry of Industry, Commerce and SME) in Cotonou and Parakou which were attended by 50 women entrepreneurs. The eARC also participated in an outreach program in several localities (Toffo, Save, Ketou and Pobe), and organized a workshop during the Independence Trade Fair in Cotonou which was attended by 41 (22 women) companies. Additionally, the eARC participated in the 7th Annual African Cashew Alliance (ACA) Conference in Cotonou. The eARC also participated in a Borderless Alliance activity at the Seme-Krake border, and is now actively preparing **Beninese** artisans for their participation in the SIAO 2012 trade fair in Ouagadougou, **Burkina Faso**.

Building partnership between U.S. Customs and Border Protection (U.S.CBP) and West Africa Customs Services for more effective export procedures, and pushing for export strategies

The USAID Trade Hub, in collaboration with U.S. Customs and Border Protection (U.S.CBP), organized a regional AGOA and customs documentation training for customs officers from eight West African countries (**Benin, Burkina Faso, Cameroon, Gambia, Ghana, Liberia, Nigeria, and Senegal**), and observers from **Ghana's** apparel sector. The workshop reviewed GSP and AGOA benefits, rules of origin for non-textile and textile products, and the effective utilization of the textile visa. The workshop was complemented by a visit to the export desk at the Port of Tema to review the practical issues associated with processing export documentation. This training was the first opportunity for U.S.CBP and Customs Services from the region to meet and discuss documentation requirements under AGOA. The USAID Trade Hub will capitalize on this to create a virtual platform for dialogue and knowledge sharing, disseminate the Powerpoint presentations, and gradually extend the network to other West African countries.

The ARC in **Liberia** collaborated with the Ministry of Commerce to review the textile visa process for the export of textiles/apparel to the U.S. under AGOA. The Ministry drafted a practical guide to help exporters understand the process, and is working with **Liberia** Customs to streamline the process of delivering the textile visa.

The USAID Trade Hub is working in close collaboration with **Burkina Faso's** Ministry of Commerce Directorate of External Trade to begin the process of defining an export strategy. The USAID Trade Hub will provide guidelines and a framework to the Directorate of External Trade to start the process, and will provide sectoral feedback. The eARC is already working with the Ministry of Industry, Commerce and Handcrafts (MICA) to support stakeholders in the sesame value chain to boost exports.

In the second quarter of FY 2012, the eARC in **Mali**, with the Trade Hub Home Décor Advisor, held a high-level meeting with the Minister of Handcrafts and Tourism to discuss collaboration with the Handcrafts National Directorate (DNA) to discuss national export strategy and participation in Ambiente 2012, which resulted in the participation of four companies. The **Mali** eARC also met with stakeholders in the cashew value chain to present

a draft sectoral strategy, which resulted in the proposal to create an Association for the Development of the Cashew Value Chain in **Mali**. Unfortunately, the USAID Trade Hub ceased all activities in **Mali** starting in the third quarter of FY 2012, but will look to continue these partnerships and initiatives once restrictions on work in the country are lifted.

Analysis

In the first half of 2012, U.S. imports from SSA decreased by 29 percent, falling to USD 27 billion. AGOA imports in this period totaled USD 18.7 billion, 29 percent less than in the same period in 2011. With fuel products excluded, AGOA imports – almost exclusively dominated by raw materials – were USD 2.17 billion, decreasing by 2 percent as compared to the first half of 2011.

While the numbers have decreased, the new *U.S. Strategy Toward Sub-Saharan Africa*, and the extension of the Third Country Fabric to 2015 should give a boost to SSA exports to the U.S. In FY 2012, the Trade Hub has greatly contributed to one of the pillars of the new strategy document, namely expanding African capacity to effectively access and benefit from global markets by increasing the capacity of TSIs in the region, addressing export documentation and pushing countries to define and implement export strategies. The Trade Hub will specifically focus on re-conceptualizing the ARC network into Trade Resource Centers (TRC) to capture a broader scope in terms of interventions for the private sector, and implicating new technical and financial partners in order to develop a sustainable model for business assistance in the regional.



1.2 Market Linkages

Introduction

West African companies are disconnected from world markets; the USAID Trade Hub's Market Linkages work directly addresses this issue, assisting West African companies to penetrate international markets. Hundreds of unique products from the region present significant market opportunities for buyers looking to differentiate from competitors, add value to their lines, and improve existing products. However, these opportunities are often missed due to lack of awareness. From training suppliers on the needs of the market and the key selling points of their products to educating buyers on the superior attributes of West African products, awareness, interest, and engagement pushes products into the market. In FY 2012, Market Linkages activities generated 2,505 contacts to professional buyers at 15 trade events.

Unlike traditional approaches to driving sales for development, the USAID Trade Hub does more than the marketing of social impacts: a business-oriented approach focuses on the needs of the buyer. This requires understanding of all aspects of business opportunities, from how to market and brand social impact, to how a product can affect a company's bottom line financials. In FY 2012, multiple presentations and meetings were held at the headquarters of Jergens, Burt's Bees, and other corporations that now understand the value of partnering with West African suppliers.

The ML team also provides direct assistance to suppliers, through training and technical support focused on meeting the needs of the market and making products competitive. Once products are ready for market, the ML team moves into the research phase to gather all information needed to analyze and pursue market opportunities.



Results

The Trade Hub partners with AAK to show Jergens the brand value of shea

Due to consumers' positive perception of shea butter, many major brands have begun adding shea to their formulations; however, the majority of these merely use the opportunity to put shea on the label while using a scant 0.1 % in the product. At this level consumers receive none of the benefits of shea, and the approach ultimately harms the strong reputation of shea as a highly effective ingredient while generating little in sales for suppliers. For this reason AAK, the world's largest shea manufacturer, made it a priority to focus on Jergens – the highest grossing brand in Kao Brands' USD 6 billion portfolio. Following AAK's presentation on the functional benefits of shea, the Market Linkages team presented on the social impact of shea sales on West African communities, and the brand value which would stem from increasing their corporate commitment to shea. The presentation highlighted how engagement with communities and suppliers could attract consumers, improve their corporate reputation, and generate sales. Later, Jergens Brand Manager Lisa McClinton informed the Trade Hub, "We have decided to bring renewed focus to our existing Shea butter SKUs. Along with that, our PR agency Tractenberg was really interested in utilizing the social value of shea as a platform for the second half of 2013... I would love to link our agency to you and start thinking about how we can partner." The Jergens marketing and PR teams remain in constant contact with the USAID Trade Hub for ideas and input into developing their marketing materials, and recently signed a partnership agreement with the Global Shea Alliance.

"Working with the West Africa Trade Hub has been fantastic, and played a major role in convincing Kao Brands to make a strong commitment to shea in its marketing and move forward to promote the social benefits of shea to the consumer."

*- John O'Keefe,
AAK*

As a result of Jergens' commitment to shea, John O'Keefe from AAK estimates that "Kao activity alone will amount to an increase in shea butter use of 50,000 kg/yr." He anticipates that a successful launch by Jergens could also inspire many other companies to highlight shea. Based on previous experience he predicted that Jergens' marketing, promotion and commitment to shea could result in other brands purchasing an additional 30,000 - 50,000 kg during the year. This is equivalent to 110 additional tons of shea butter entering the U.S. market, which would provide additional income to over 30,000 women in the Sahel region. In addition to the direct impact of sales on the lives of those women and their children, the USAID Trade Hub's multiplier study showed that every dollar earned from sales of shea nuts results in 1.5 dollars in income for rural households. The significant impact on the livelihoods of these 30,000 rural families confirms the value of the USAID Trade Hub's market-driven approach. As John O'Keefe later remarked, "Working with the West Africa Trade Hub has been fantastic, and played a major role in convincing Kao Brands to make a strong commitment to shea in its marketing and move forward to promote the social benefits of shea to the consumer. This is sorely needed to continue the growth of shea overall in the consumer markets for cosmetics." In addition to these increased sales, the partnership will highlight the work of the Global Shea Alliance in impacting women's lives via print advertisements, magazines, and information on Jergens bottles. This will help legitimize the Global Shea Alliance's position as the shea industry's key driver of sustainability.

The Trade Hub partners with Burt's Bees to bring increased exposure to shea

Following a presentation to Burt's Bees on the social impacts of shea, the senior manager of sustainable sourcing at Burt's Bees said, "Shea is the right fit for Burt's Bees from a strategic socially responsible sourcing perspective. We want to develop real transparent relationships with our suppliers – we need to." This comment highlights corporations' need to respond to consumer demands for sustainability and transparency. Burt's has been receiving more inquiries and comments from consumers about its sourcing practices, forcing the company to learn the details of its supply chain and become engaged with its suppliers. The USAID Trade Hub's partnership and connection to the women on the ground is making it possible for them to do just that.

A one-week trip through **Burkina Faso** and **Ghana** with visits to 12 different producers and manufacturers of shea is scheduled for mid-October. This will give Burt's Bees the opportunity to analyze its supply chain and ensure it is making a positive impact on West African communities through its purchases. Similar to Jergens' initiatives, Burt's Bees' commitment to supporting shea-producing communities and marketing the product's benefits to a broad community will generate significant growth in shea sales, and push other brands to explore greater use of shea. The push for transparency will also drive greater investment from those sourcing nuts by forcing them to establish relationships directly with their suppliers as opposed to relying solely on middlemen.

Baobab facts and figures catch the attention of major buyers and media

In 2011 the Market Linkages manager sent baobab samples to a chef working for Kraft and General Mills to solicit input on taste, nutrition, and applications. The chef had baobab tested in the company's lab and replied to the USAID Trade Hub claiming, "Baobab is the most nutritious natural product I have ever seen." This confirmed information collected from USAID Trade Hub partner ERCs putting baobab into the "functional food" category. With sales of functional foods rising 46% in the last five years to USD 6.3 billion, this highlights a huge opportunity for baobab to grab the attention of healthy food manufacturers and retailers. The Market Linkages team took advantage of the opportunity to build a market for this relatively unknown food by delving into research on market trends and key attributes manufacturers are seeking. These facts and figures were compiled into data and factsheets aimed at brands in the healthy and natural foods market segment. Over the course of the year this information was shared with hundreds of manufacturers at trade shows, conferences, summits, and networking events around America, resulting in over 40 requests for samples by companies including major brands such as Clif Bar, Jamba Juice, and Thin Thin. One representative of a company which sells bars at Whole Foods and other Natural Products stores claimed "I need that yesterday! Please send samples as soon as you get back." Already some products are appearing on store shelves. Burt's Bees recently launched a shampoo and conditioner with baobab oil, Ultimate Superfoods now carries baobab in its line of superfood powders, and Good Cacao chocolate bars now include African baobab as a featured ingredient.

Meanwhile, other major brands are asking the USAID Trade Hub to continue to follow up over the next few months as they look at new ingredients for product development. Still others are in the process of testing applications and developing new products. Currently the USAID Trade Hub is pursuing inroads made with major brand like Clif Bar. If Clif Bar launches a single new product using baobab, it could generate over USD 1 million in export sales, resulting in significant additional income for communities in dry, rural areas. One British baobab company, Aduna, estimates that baobab could become a billion dollar industry within the next 5-10 years. With the help of the USAID Trade Hub, the necessary buzz is being created. At the June Fancy Food Show, Voice of America filmed a two-minute

clip on the story of baobab and its impact on communities in West Africa.²³ Further, cable TV's "A Taste of New York" approached the USAID Trade Hub about doing a series of cooking shows with top New York chefs making recipes using West African products. This widespread interest, combined with the USAID Trade Hub's technical support to exporters, should lead to significant increases in exports over the coming year.

Baobab finds its way into Chocolate in and around New York and California

Leslie Berliant, founder of Le Marais Chocolate, was introduced to baobab during the USAID Trade presentation at the Sustainable Food Summit in San Francisco in January 2012. Sold on both the story and the flavor, she decided to add baobab to her line of truffles. She said the USAID Trade Hub's assistance was critical:

"After I was introduced to baobab at the Sustainable Food Summit, I immediately knew it was a product I wanted to incorporate into my truffles. The Trade Hub not only gave me a list of suppliers, but also sent me samples for working on recipes, and provided feedback on applications. Our Le Petit Prince truffle made with baobab is now our signature truffle. The Hub has also been an invaluable partner in terms of providing all the information I needed when approached by a magazine to cover baobab truffles from a health perspective. With retail partners, media, farmer's markets, festivals, and online, having such a unique product has opened many doors and attracted new clients. We never would have developed the truffle without the support and assistance of the Trade Hub."

Businesses like Leslie's have likewise provided valuable guidance for the Trade Hub's technical assistance initiatives. The Market Linkages team follows up with these buyers to receive input on the product, packaging, and supplier relations. This has provided important background for crafting technical assistance and training programs, by allowing the team to focus on the real issues affecting buyer satisfaction.

Nutritional benefits (based on a gram per gram analysis)

- Potassium Avocados
- Calcium Milk
- Iron Almonds
- Dietary Fiber Apples
- Antioxidants Blueberries
- Protein Kale

Compared to other superfruits (per 100g)

	Baobab	Blueberry	Acai	Pomegranate
Vitamin C (mg)	360	13.57	0	28.8
Calcium (mg)	263	6.43	260	10
Iron (mg)	7	0.14	4.4	0.3
Fiber (g)	48	2.79	14	4
Protein (g)	5.3	0.71	8	1.67
ORAC	25000	4669	30000	4479

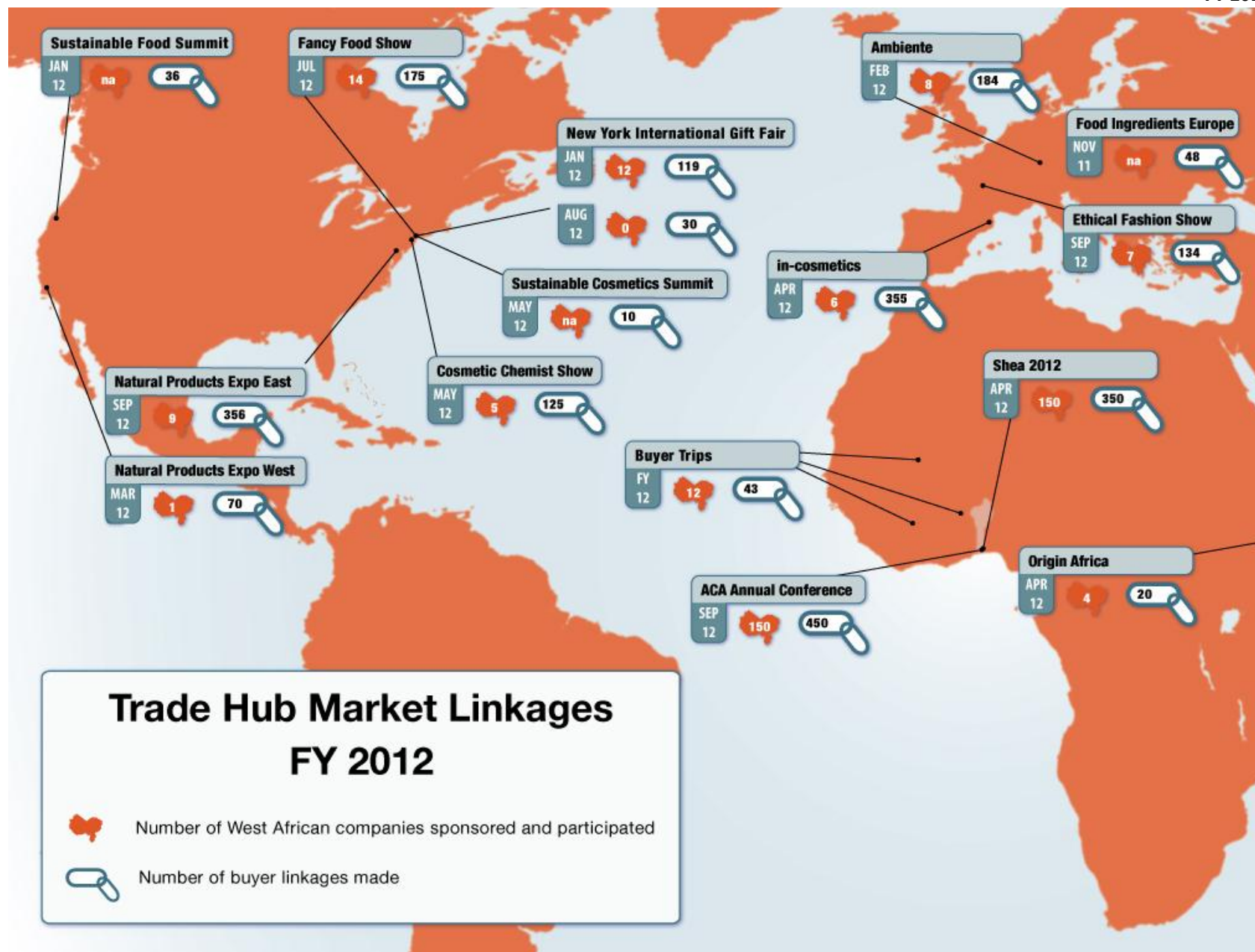
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RAW

VEGAN

GF

²³ The video is online at <http://www.voanews.com/content/global-foods-vie-for-us-market/1226343.html>.



The Trade Hub attracts investors and entrepreneurs to set up new distribution channels for Shea

Lack of distribution channels has been a significant barrier to accessing markets for Burkinabè suppliers of shea. It has limited their ability to reach the thousands of small retailers and manufacturers that use shea in their products. Looking at popular websites such as Etsy which feature cosmetics from small manufacturers gives an idea of the missed market opportunity – Etsy alone offers 19,000 handmade products using shea. Ebay and Amazon show similar figures highlighting the potential volume of sales from small buyers around the country. The USAID Trade Hub heavily marketed this need for distribution at this year's Natural Products Expo East, where 10 exhibitors showcased shea, dried fruit and cashews. The Market Linkages team met with distributors ranging from large companies like UNFI and KeHE to small specialized distributors of niche products, as well as several investors. Discussions focused on the opportunity to serve small buyers who would be eager for the products and stories from motivated women entrepreneurs. After several discussions over the course of the three-day event, one investor was sold and ready to move forward – he bought samples from three suppliers and worked with the Market Linkages team to discuss contracts and plans for shipments. During a meeting with his business partners he claimed, "With the assistance of the Trade Hub, this deal is really a no-brainer. They will help us do business with the suppliers, guide us in shipping the product, connect us with other players in the market, give us all the resources we need to analyze costs, and then help us market it to the end buyers."

Over the coming months the Trade Hub will work with the investors to set up distribution channels, and work with Burkinabè companies to consolidate shipments and organize logistics on the ground. This will open up a huge market which has until now been inaccessible. In addition, the Burkinabè companies will follow-up with the more than 350 buyer contacts made at the show to pursue further options for direct sales.

Shea Radiance beauty products enters Target stores

In July, Funlayo Alabi of Shea Radiance signed an agreement with Target, the second largest retail chain in the U.S., to put her line of shea hair and skincare products into 300 Target stores across the country. During her keynote address before an audience of more than 250 people at the Target/Shea Radiance launch party, she asked a member of the Market Linkages team to come to the podium, and thanked USAID and the Trade Hub for helping make her success possible. She also encouraged people to attend the 2013 Global



At an event to launch its products at Target, Shea Radiance thanked the USAID Trade Hub for its support.

Shea Alliance conference, and noted that the head of the publicity firm which helped to put her in Target would also be attending. Shea Radiance is a great example of how companies have grown and flourished due to the Trade Hub's assistance in connecting to buyers, attending trade shows, marketing, and engaging communities of consumers as to the social impact of shea. Funlayo continues to be an active member of the Global Shea Alliance, providing guidance on project and community development, and

helping the GSA to ever more effectively improve the livelihoods of millions of women.

Analysis

Looking at a map of trade flows, economists note that West Africa is disconnected from world markets; exporters live this reality every day. This disconnect is significant: market signals are effectively quashed and both buyers and producers suffer as a result. The USAID Trade Hub's Market Linkages team directly tackles this problem. The Market Linkages strategy is a cornerstone of the Trade Hub's multi-level approach, focusing on marketing and value creation for both suppliers and buyers. USAID Trade Hub assistance has allowed companies and brands to build meaningful relationships with their suppliers in ways that ensure they derive maximum value from their partnerships. These services have received overwhelmingly positive responses from buyers, and major brands now look to the USAID Trade Hub to help them create their marketing materials, connect with alliances and associations, improve their corporate reputation, and position their brand to resonate with their customers' desire for products which combine quality with social responsibility.






The close relationships which the USAID Trade Hub has fostered with buyers over the course of the year have generated a level of trust which has in turn led to new partnerships and opportunities. When AAK is looking for a new supplier for a product, they now call the USAID Trade Hub. Similarly, companies like Burt's Bees, Le Marais Chocolate, Sambazon, North Brook, and Jergens that have requested USAID Trade Hub support have afterwards referred other buyers to the USAID Trade Hub. The USAID Trade Hub has proven its ability to simultaneously stay attuned to market trends and corporate needs while remaining in constant contact with the communities on the ground. This has been key to developing messages that resonate with consumers on a deeper level - connecting them to the stories and traditions that give products meaning.

The USAID Trade Hub's marketing and promotion strategy has served to generate a tremendous amount of buzz around West African products. Only one year ago, the Market Linkages team was walking around trade shows passing out information on products that companies had never heard of; discussions at more recent trade shows have made clear that much of this information has percolated upwards at a remarkable rate. At the September Natural Products Expo, it was evident that the CEO of popular vegan brand Vega is now familiar with baobab, following a discussion in March between one of his sales staff and a Trade Hub member. Another September discussion, with a representative of the Ultimate Superfoods brand, revealed that baobab is now in their product line following an encounter with Trade hub at the Natural Products Expo West show in March.

Further, the Market Linkages team has prepared export-ready companies to participate in trade shows and conducted workshops to help companies understand and respond to market trends in international markets.

The Market Linkages team has equally reinforced the capacity of its partner organizations on the ground. Sharing information on market trends and buyer demands has allowed alliances like the Global Shea Alliance and the African Cashew Alliance to establish stronger, more sustainable organizations. With support from the Market Linkages team, they gain a better understanding of how to position themselves in the market, attract new members, and provide the most relevant and valuable services. Similarly, the Market Linkages team's joint initiatives with ARCs and Chambers of Commerce have provided them with the information they need in order to be able to provide greater support to exporters and analyze new market opportunities. This knowledge-sharing has been central to the Market Linkages initiatives for sustainable development and growth. As a result, the USAID Trade Hub expects to see more and more new products appearing on store shelves in the near future, and over the long term.

Trade Hub Brands

Brand	Sector	Trade Shows	Website
	Cashews	Anuga (Germany), SIAL (France), INC, AFI, Fancy Food Show, ACA Annual Conference	www.africancashewalliance.com
	Shea	Shea 2012 Conference, California & New York Cosmetic Chemists Suppliers Days, In-Cosmetics (Barcelona)	www.globalshea.com
	Home Décor & Fashion Accessories	New York International Gift Fair, Ambiente	www.africa-now.org
	Apparel	Origin Africa, Ethical Fashion Summit	www.sourceafricanow.com
	Specialty Foods	SIAL (France), Fancy Food Show	www.tasteafricanow.com



1.3 Cashew and the African Cashew Alliance (ACA)

Introduction

The African Cashew Alliance (ACA) was founded in 2006 with the support of the USAID Trade Hub as a business alliance devoted to promoting a globally competitive African cashew industry which benefits the entire value chain from farmer to consumer. To accomplish this goal, ACA provides technical assistance, facilitates investments, promotes standards and market linkages, and acts as a platform for sharing information and best practices. Today, more than 175 dues-paying member companies ranging from producers to processors to international buyers work under the ACA banner. To serve these members, ACA continues to develop and expand services to promote the growth of the industry while also ensuring the long-term sustainability of the organization.

2011-2012 CASHEW INVESTMENT new West African cashew processing factories



New cashew processing facilities are fulfilling the ACA's mandate to create jobs across the region.

Africa produces 40% of the world cashew crop. As ACA continues to pursue its target set in 2010 of increasing processing within Africa to 200,000 mt by 2015, FY 2012 saw considerable development in this area. Since November 2011, six new cashew processing plants have begun operations in West Africa. A fully-mechanized factory with a processing capacity of 30,000 mt per year, the largest in Africa, was opened in Bouake, **Côte d'Ivoire**, in February by Ivorian President H.E. Alassane Ouattara. The largest cashew processing factory in **Burkina Faso** (with an annual capacity of 3,500 mt) was also opened in February. Four new medium-sized processing plants in **Benin** have recently opened, with a combined processing capacity of almost 10,000 mt per year. In total, these five factories have already

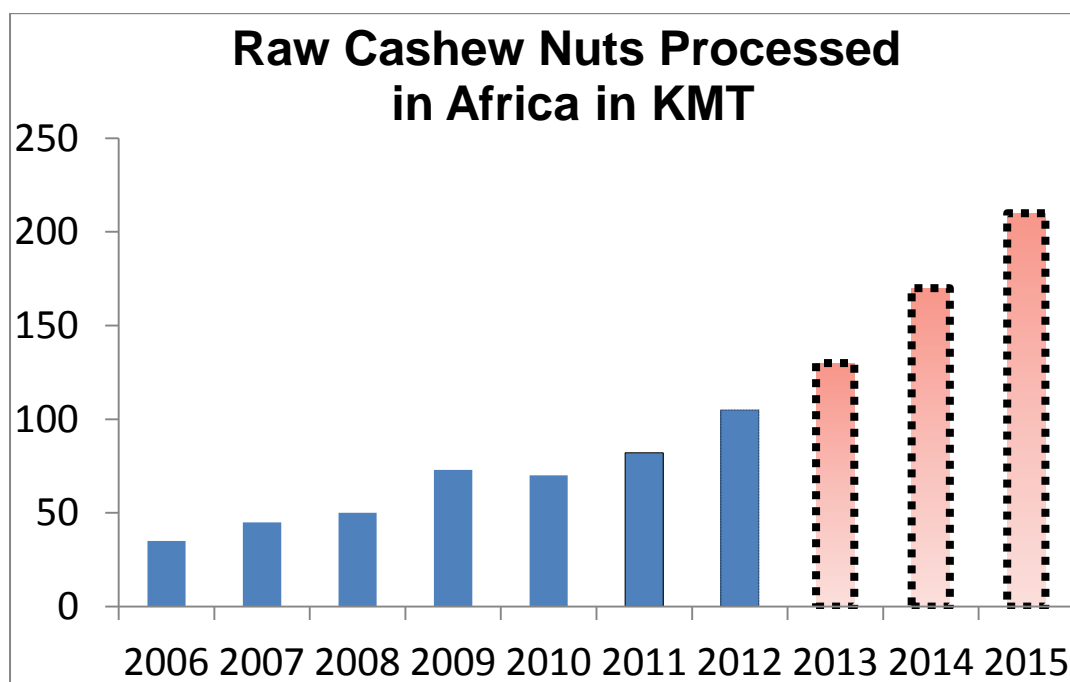
created almost 1,000 new year-round jobs in rural areas for unskilled persons, 70% of them women.

In 2012 two factories, Tolaro Global in Parakou, **Benin** and Mim in Brong-Ahafo, **Ghana**, became the first factories to receive ACA Quality and Sustainability Seal approval, indicating world-class quality cashews produced in compliance with food safety and labor standards.

ACA is working to partner with every national cashew association in all African cashew-producing countries. In 2012, ACA signed four MOUs with national associations and public entities: three individual agreements with the Kenyan Nut Processors' Association (NutPAK), **Côte d'Ivoire's** *Autorité de Régulation du Coton et de l'Anacarde* (ARECA), and The National Cashew Association of **Nigeria** (NCAN), and a further MOU with a regional cooperation platform in East Africa. This regional project initiates cooperation among four organizations, including ACA, NutPAK, Tanzanian Cashew Processors Association, and Associação dos Industriais do Cajú (AICAJU), and will be overseen by a joint regional office for eastern and southern Africa to be run under the auspices of the ACA.

At the ACA 7th Annual Conference, a new Executive Committee was elected, and Georgette Taraf, a processor and trader from **Benin**, became the ACA's new President. "It's an honor for me," she said after being elected. "I want to promote the building of the National Associations in each cashew-producing country; Africans can begin to interest themselves in processing. It's an opportunity - we can't miss that."

As the private sector in African cashew becomes stronger, so does its contribution to ACA, and the association is increasingly deriving its revenue from the industry it supports. Through membership fees, contributions from international companies represented on the ACA Advisory Board and Executive Committee, sponsorship of the ACA Annual Conference, and service revenue, the majority of ACA's budget is now from private sector sources, demonstrating the Alliance's value to the cashew industry both internationally and in Africa.



High Level Meetings

The National Cashew Association of **Nigeria**, a private sector association, ceremonially opened this year's cashew season on March 1, 2012, with an international event drawing more than 500 cashew farmers, traders, processors, and exporters. ACA Managing Director

Christian Dahm presented key elements of a sustainable cashew industry in **Nigeria**. The **Nigerian** Ministers of Agriculture, Trade and Investment, and Science and Technology all sent representatives to the launch, along with several other high-level **Nigerian** officials, demonstrating strong **Nigerian** government support for efforts to develop the country's cashew industry

At the inauguration of a factory in Bouake, ACA Public Relations Manager Xénia Défontaine met the President of **Côte d'Ivoire**, H.E. Alassane Ouattara. The President visited the ACA and African Cashew Initiative booth and received promotional materials. President Ouattara and his ministers stated that a strong Ivorian cashew processing industry is a key component of their vision for **Côte d'Ivoire** to export predominantly manufactured products by 2020.

In May, ACA Managing Director Christian Dahm, USAID West Africa Acting Director Lisa Franchett, and the President of BOAD (*Banque Ouest Africaine de Développement*, or the West African Development Bank) Christian Adovelande, signed a Memorandum of Understanding in Lome, **Togo** to facilitate access to finance for investment in cashew processing.

In August, ACA Business and Technical Advisor Sunil Dahiya held a joint meeting with USAID **Guinea** and representatives of the **Guinean** Ministry of Finance and **Guinea** Investment Promotion Council (APIP) at the U.S. Embassy in Conakry to introduce the ACA, mobilize the **Guinean** cashew industry, and promote the upcoming conference in Cotonou, **Benin**.

Ministers and ministerial representatives from 10 countries attended the 7th ACA Annual Conference, including Hon. Madina Sephou, **Benin's** Minister of Industry, Trade and Small and Medium Enterprises. The high-level panel during the Plenary Session, "Today's Challenges for Tomorrow's Industry," included participants from **Benin**, **Nigeria**, **Côte d'Ivoire**, Kenya, **The Gambia**, **Senegal**, Mozambique, Tanzania, **Burkina Faso**, and **Togo**.

Results

7th ACA Annual Conference is the world's largest cashew event

The 2012 conference in Cotonou, **Benin**, was the world's biggest cashew event to date, with more than 500 registered participants from 36 countries – a 38% increase from 2011 (see Success Story). Conference participants had the opportunity to learn from 90 speakers presenting in 26 sector-specific workshops and panels, and connect to service providers and other companies at the conference's business-to-business forum, providing industry players with key information and tools to facilitate the continued development of the African cashew industry. Another feature of the conference, the 2nd World Cashew Expo, showcased the latest processing equipment from China and Sri Lanka, as well as 20 other exhibitors. The 2012 conference attracted over USD 210,000 in support from sponsors including USAID, as well as participant fees.



The conference also provided an opportunity for cooperation among cashew associations. The National Cashew Association of **Nigeria** (NCAN) and ACA signed a Memorandum of Understanding (MOU) to facilitate promotion of the cashew industry in **Nigeria**. The agreement outlines a framework which will guide institutional development, exchange of information, and implementation of programs for cashew business development. ACA and **Côte d'Ivoire's** ARECA (*Autorité de régulation du coton et de l'anacarde*, or Authority for the Regulation of Cotton and Cashews) signed a similar MOU focused on promoting the development of the Ivorian cashew industry.

At the ACA Executive Committee Elections in Cotonou on September 18, 90 Core Members elected the 2012-2013 Executive Committee, to be led by new President Georgette Taraf. The new Executive Committee will also be comprised of two vice presidents - Kofi Yao Appia of **Côte d'Ivoire** and Edgar Maokola-Majongo of Tanzania - as well as Tola Faseru of **Nigeria**, Jace Rabe of the United States, V. Rajkumar of India, and Patrick Wainaina of Kenya.



Georgette Taraf of Benin is the new president of the African Cashew Alliance.

Launch of new website and weekly market report

ACA developed and launched new communication tools in 2012, including a completely redesigned website to facilitate access to crucial information about ACA services and cashew industry news. An upgraded market information system now features information on currency exchange rates, freight rates, raw cashew nuts, cashew nut shell liquid, shell and kernel prices from Africa, India, Vietnam, and Brazil, as well as market analysis from ACA's network of experts. Much of this information is premium content reserved for ACA members. The new website also includes advertising space, providing a new service to companies interested in promoting their services to a targeted audience of cashew stakeholders, and a new revenue stream for the Alliance.

In addition, ACA began the 2012 West African cashew season by launching a Weekly Market Report with the latest crop and price information from all African cashew producing countries, delivered directly via email. International buyers have often expressed the opinion that Africa remains largely an unknown territory for many in the trade, so regular and reliable information is highly desired. The report is subscription-based, part of ACA's continuing development of new private sector revenue sources. Five newsletters have thus far been distributed to over 3000 contacts in the ACA database.

ACA Quality & Sustainability Seal program expanding across West Africa

The ACA Quality & Sustainability Seal is an industry-supported mark that signals the processor's compliance with international food safety, quality, and labor standards. Following the certification of **Benin's** Tolaro Global as the first seal-approved factory in Africa in May 2012, Mim Cashew, located in the Brong-Ahafo region of **Ghana**, also received the seal in early September. Four new processors have now begun implementing the program: **Burkina Faso's** Anatrans SARL, **Benin's** Afokantan **Benin** Cashew, **Togo's** Cajou Espoir, and **Nigeria's** FoodPro Ltd.

The expanding implementation of the ACA Seal in West Africa indicates the program's success in this region. The first six cashew processors presently involved with the program in West Africa have a combined processing capacity of 17,000 mt, and the ACA Seal team is now turning its attention to mobilizing cashew processors in East and Southern Africa, with visits to Kenya, Tanzania, and Mozambique.

ACA-facilitated investment financing for cashew processors

In May 2012, ACA Managing Director Christian Dahm, USAID West Africa Acting Director Lisa Franchett, and BOAD President Christian Adovelande signed a Memorandum of Understanding in Lomé, **Togo**, to improve access to finance for investments in cashew processing. The agreement made available USD 14 million in investment financing for ACA members located in the

CFA zone. These funds enable the expansion of processing capacity, including equipment refurbishing, acquisition of new equipment and expansion of facilities.

In July, **Togolese** processor Cajou Espoir was approved for a USD 2.4 million loan by the ECOWAS Bank for Investment and Development (EBID). This is the first loan granted by EBID resulting from an MOU signed between the ACA, the USAID Trade Hub and EBID in 2010 in Lomé, **Togo**. Roger Brou, the USAID Trade Hub Director of Business and Finance, said, "With access to finance, they can expand their operations, which will create badly-needed jobs and bring more income into the region. These key objectives will be impacted very significantly by the loan." The financing will assist the processor in reaching its goal of expanding annual processing capacity six-fold, through project implementation at two facilities in central **Togo**. In addition to increasing production, the investment will also have substantial environmental and social impacts – funding the installation of a cashew nutshell (CNSL) unit and creating over 600 jobs, primarily for women. This groundbreaking cashew finance scheme reflects a successful public-private-partnership among ACA and the USAID



The ACA Quality and Sustainability Seal is addressing a key issue for international buyers - and making African cashew processors more competitive as a result.

Trade Hub, as part of their ongoing efforts to support emerging non-traditional export sectors.

Advocacy and partnership: Stakeholders establish private sector associations

In 2012, ACA established national private sector platforms in **Benin, Burkina Faso, and Ghana** by gathering farmers, processors, traders and public stakeholders in ACA National Committees in each of these countries. National events were held in **Burkina Faso, Benin, and Nigeria**. Both NCAN and ARECA signed MOUs during the conference (see above). In East Africa, ACA signed two MOUs – one with NutPACK, and another four-way MOU with NutPACK, NCAT and AICAJU. The cooperation between the four organizations will focus on: (i) improving the regulatory and business environment for the cashew sector in the region; (ii) facilitating regional trade; (iii) promoting investment in the cashew sector; (iv) increasing yield and quality of the crop; and (v) promoting food safety, quality and sustainability standards. East Africa is notable in the cashew industry for its processing capacity: it processes around 30% of cashews grown in the region, compared to West Africa which processes only 5% of its crop.

Analysis

After two seasons of steadily rising prices, lower prices this year show that the cashew market remains highly volatile. Significant remaining inventory in Tanzania, Mozambique, and Indonesia, along with unsold stocks remaining in West Africa from last year, should keep prices low in the next quarter. This volatility is affecting farmers throughout Africa. Without fully understanding market dynamics, many have held on to stocks in the hope of an increase in prices at a later stage. Cashew processors consequently struggled to obtain raw cashew nuts and ensure their profitability in view of falling cashew kernel prices.

In order to reduce vulnerability to market volatility along the value chain, ACA has undertaken significant efforts to establish long-term partnerships between processors and buyers. ACA links small African processors to large industry players such as Costco, Kraft and Intersnack, who have the ability to provide favorable commercial terms and risk-mitigating strategies such as yearly purchasing commitments with price floors.

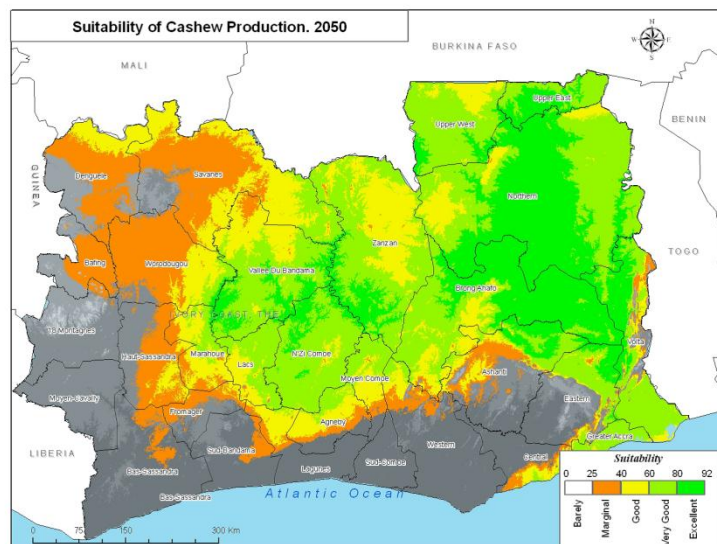
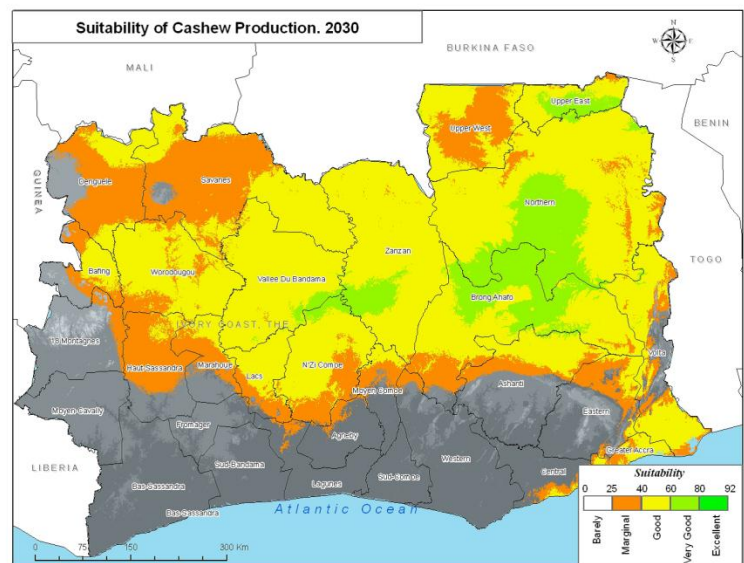
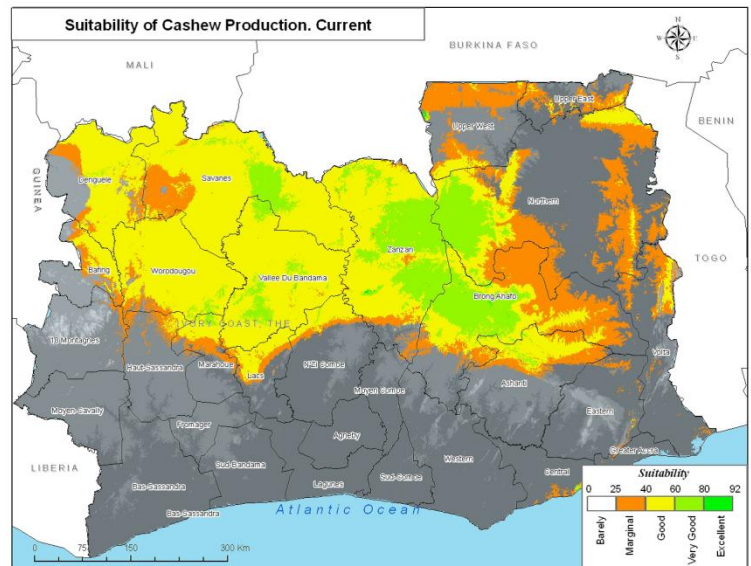
Access to finance remains a significant challenge for expanding the processing industry and building sustainable processor-farmer relationships. ACA continues to promote the sector to financial institutions and to build partnerships with local and regional banks, with a view to addressing this ongoing concern. ACA plans to hire a finance consultant to tackle this issue; this will be a new service provided by the association, funded by donors in the initial phase but with a view to becoming self-financing within five years.

In the first eight months of 2012, ACA received record amounts of private sector donations and service revenue ensuring that a core set of activities and services for the African cashew industry is financed by the private sector by 2015, a high-level strategic goal for the Alliance. It is extremely important to transform private sector donations into service revenue, and to ensure that ACA continues to respond to industry needs with a valuable service package. At the same time, it is important to strengthen the African cashew processing industry with a view to enabling core members to access ACA services and build independent and effective national private sector associations.

The ACA Quality and Sustainability Seal is a service offered to processors and roasters of cashew. It adds value through cost savings by instituting preventative food safety and improved quality control procedures. The seal may be further developed to offer services to other stakeholders, including farmers and retailers; a traceable, sustainable cashew-growing standard would provide beneficial opportunities for farmers as well as a marketing opportunity for retailers. Ultimately, consumers would benefit while supporting the further organization and growth of the industry. A resulting increase in demand for African cashew would cause a substantial income increase for farmers, and a profit improvement for

processors. Seal development would require expanding collaboration with current partners such as the Netherlands' IDH and Germany's GIZ, and continuation of efforts to harness private sector backing and investment in the ACA Seal. At the farmer end of the value chain, ACA could partner with ACi to scale up technical assistance to farmers and incorporate seal education into farmer trainings already being conducted by ACi. On the purchasing side, support from the private sector, including our advisory board members Kraft, Intersnack and Red River Foods, could assist in marketing the seal to consumers and retailers while building demand for cashews with African origin.

The future of cashew is in Africa: Research by the International Center for Tropical Agricultural shows that the area suitable for the growing of cashew trees will roughly double in West Africa due to global climate change. The map at the top shows the area today, the middle map shows what it will look like in 2030 and the bottom map shows the predicted area in 2050.





SUCCESS STORY

Conference shows cashew success

Co-founded by the USAID Trade Hub in 2006, the African Cashew Alliance has built a vibrant industry – and thousands of jobs.



“To be the first woman President, it’s a great honor.”

***- Georgette Taraf,
ACA President***

The seventh annual conference of the African Cashew Alliance (ACA) in Cotonou, Benin, in September left participants in no doubt as to how far the industry has come in the past half-decade, and created a wealth of opportunities for further development.

This was the largest ever conference for the cashew industry, attracting more than 530 processors, exporters, financiers, buyers and service providers from 34 countries. The conference’s business-to-business forum saw hundreds of meetings involving over 350 companies, connecting producers to buyers to service providers to financiers to experts. The ACA estimated that the deals from the meetings could easily surpass \$100 million in new investment.

The ACA began life in 2006 as a USAID West Africa Trade Hub initiative, with a mandate to expand cashew processing in order to create jobs. Since the ACA’s foundation, new processing alone has created more than 10,000 jobs in West Africa. After three years of being housed by the USAID Trade Hub, the ACA became completely autonomous in 2009, and continues to grow at a phenomenal rate. Today the ACA has 176 members, many of whom voted at the conference to elect the new executive committee, headed for the first time by a female president, Georgette Taraf.

“To be the first woman President, it’s a great honor,” Taraf said as stakeholders congratulated her.

Cashew processing is expanding across Africa, creating thousands of jobs – and more factories are in the pipeline. The capacity for further growth was made clear by guest speaker Eric Rahn of the International Center for Tropical Agriculture, whose climate change projections for West Africa suggest that by 2050, the area suitable for growing cashew in West Africa could virtually double as a result of global climate change. Farmers, processors and buyers are ready to rise to the challenge.



1.4 Shea

Introduction

The importance of the shea sector in promoting West African growth has been clear since 2010, when a USAID Trade Hub-sponsored study on the multiplier effects of increased sales in shea nuts and butter concluded that each USD 1,000 increase in shea sales results in additional income of USD 1,580 to households in rural communities across West Africa. According to research conducted in **Burkina Faso** and published in the journal *Economic Botany* in June 2012:

“...the reliance on shea is generally high in the sampled populations, and is at its highest for the poorest households, for which it contributes 12% of total household income. Moreover, shea nut collection and processing was found to provide a valuable source of cash income to female household members who otherwise have very few income possibilities. Finally, due to its ecology, shea fills in an income gap during a period where human activities are at their highest while income is at its lowest.”

Consequently, the USAID Trade Hub strongly supports the continued growth of the shea sector, specifically through funding and promotion of a private sector-led industry association, the Global Shea Alliance (GSA).

The GSA emerged from the USAID Trade Hub's work in networking and assessing the industry, something which has been ongoing since 2004. USAID Trade Hub-facilitated industry events in **Nigeria** (2006), **Burkina Faso** (2009) **Mali** (2010) led to an October 2010 meeting in Accra, **Ghana**, where over 50 key players in the shea industry signed an agreement to form an international industry alliance: the GSA.



Millions of women and their families across West Africa rely on shea to supplement their incomes.

The alliance was formally inaugurated at the annual international shea conference in Accra in 2011, attended by the leading buyers of shea nuts and shea butter, traders, processors, international brands and members of civil society. Today, the GSA has more than 160 members operating in 32 countries.

In FY 2012, the GSA organized its 5th annual conference, conducted shea nut quality improvement campaigns in **Ghana** and **Benin**, promoted shea butter at international trade shows, and retained a law firm to campaign for the inclusion of shea butter in the U.S. chocolate standard of identity.

The GSA also took significant organizational development steps, and completed a strategic planning process which has clarified the mission and objectives of the organization. The

mission of GSA is to design, develop, and deliver strategies for driving a competitive and sustainable shea industry worldwide and improving the livelihoods of rural African women and their communities. The GSA's four strategic objectives are as follows:

Market Expansion

The GSA will undertake activities to increase demand for shea by identifying new customers, markets, and uses for the product. Market expansion will create increased international demand for shea and lead to higher export volumes from African countries, employment for rural women shea collectors, and improved incomes for shea-producing communities across Africa.

Value Chain Competitiveness

The GSA will pursue initiatives which aim to create a better, faster, and more cost-effective product. Improving the competitiveness of shea in the international marketplace is critical in ensuring viability and growth opportunities for all businesses in the industry, including the 16 million rural women collectors at the base of the supply chain.

Policy Advocacy

The GSA will support and undertake initiatives to advocate for policies which support the collective interests of the industry and its stakeholders. Policy advocacy efforts will focus on improving the regional business environment, opening new markets for shea, and supporting women's empowerment and environmental sustainability.

Sustainability Impact

Shea nuts are sourced from extremely poor, rural, and isolated communities – an environment which presents numerous economic, social, and environmental challenges to the industry. The GSA will therefore pursue initiatives which positively address these challenges and ensure a sustainable shea industry.

Results and Activities

Brands, buyers connected to the shea industry

The GSA engaged more than 40 international brands through trade shows, summits, conferences, buyer trips and in-person meetings to promote shea usage in existing and new products, and encourage participation in the Alliance.

The GSA participated at five trade shows and exhibited at four: the Sustainable Cosmetic Summit in Paris, In-Cosmetics in Barcelona, Suppliers Day in New Jersey and the Natural Products Expo in Baltimore where GSA-assisted companies made more than 540 buyer contacts.

The GSA also participated at networking events and conferences, and sponsored the two Sustainable Cosmetic Summits in Paris and New York and the Sustainable Food Summit in San Francisco where it presented to an audience of over 150 on the manufacturing and health benefits of shea as a food ingredient. At these summits, the GSA held booths where they connected with many of the world's largest cosmetics brands and shared information on product benefits and social impacts.

The GSA met with three cosmetics brands in the United States to support a prospective large-scale shea marketing project in 2013. GSA presented information on the uses of shea, its impact on local economies in Africa, the GSA and its strategic objectives, and proposed collaborations between GSA and the individual companies.

Thousands of women trained in shea quality

The GSA conducted quality campaigns in **Ghana** and **Benin** that trained more than 6,000

women collectors, reached an estimated audience of 1 million through radio programming, and linked seven buyers to participating shea-producing villages.

The project used a combination of baseline studies, poster distribution, training of trainers, village-level training and radio announcements to reach its target audiences. International buyers were introduced to the groups of women producing the better-quality nuts which have resulted from the training initiatives.



The quality of shea nuts varies significantly across West Africa, leading to significant differences in the yield and quality of vegetable fat they can produce. There is commonly up to 40% variation in yields, something found in no other agri-business in the world. The lowest-quality shea nuts

(those stored in pits and then smoked) yield as little as 25% butter by

Thousands of women participated in shea quality trainings conducted by the Global Shea Alliance with support from the World Bank Business Development Services Fund in northern Ghana and from Fludor, a major shea nut processing company, in Benin.

weight, while the best quality nuts (those perfectly boiled and sun-dried) can potentially yield over 50% of quality shea butter by weight. International buyers have confirmed that establishing improved quality – and being able to assess this at the point of sale – will facilitate the payment of premiums to the women collectors. It is in this light that the Global Shea Alliance is working to improve the overall quality of nuts produced in West Africa.

Advocacy program developed for U.S. CBE/I market

The GSA retained the pro bono services of law firm Sidley Austin, to lead a process to modify the existing standard of identity for chocolate in the United States. Specifically, the GSA is advocating for the inclusion of Cocoa Butter Equivalents and Improvers (CBE/I) in the definition of chocolate in the U.S. CBE/I are commonly used in European chocolate manufacturing and are comprised of shea stearin and palm mid-fraction. These components are certified “Generally Recognized As Safe” (GRAS) and are therefore permitted in U.S. food products – but not chocolate or products labeled as chocolate. The U.S. is the world’s largest consumer of chocolate, and access to this market is critical for the continued growth of the shea industry.

The GSA held discussions with attorneys from Sidley Austin in Washington DC and determined that the best course of action is to file a citizen’s petition to the U.S. Food and Drug Administration. The document will formally request that the FDA modifies the definition of chocolate to include CBE/I.

GSA members may also simultaneously pursue temporary marketing permits: these are applied for by individual companies who supply CBE/I, and the permits allow a company to sell to a U.S. chocolate manufacturer for a period of approximately 18 months while consumer reaction is monitored.

Sidley has developed an initial draft of the citizen’s petition, and the GSA is now working on

adding further content to the draft, regarding the content of CBE/I and the nutritional profiles of chocolate with and without CBE/I. GSA also plans to distribute information on temporary marketing permits to GSA members who supply CBE/I. The executive committee will review the first draft of the citizen's petition in the very near future.

Managing director recruited, strategic and operational planning completed

With support from a grant by the USAID Trade Hub, the GSA employed a managing director and produced a strategic plan (see Annex 11), operating plan, and consolidated budget. The GSA also met with four national associations (**Benin**, **Burkina Faso**, **Ghana** and **Nigeria**) to receive feedback on the strategic plan, and to establish formal collaborations in the future. All feedback was very positive, and all organizations have requested a formal MOU outlining specific points of their future collaboration with the GSA.

In close coordination with the USAID Trade Hub, the secretariat has produced the Global Shea Alliance Strategic Plan. This is the guiding document for the GSA's future, and it defines the Alliance's strategic focus as follows:

- Market Expansion
- Value chain Competitiveness
- Policy Advocacy
- Sustainability

The Strategic Plan has already been amended to take account of feedback from GSA members and a wide range of stakeholders, to ensure that the document represents the interest of the shea industry and the actual needs of its members.

Shea 2012: Shared Value engages more than 420 stakeholders across the industry

Consensus on establishing a shea nut quality program and a new initiative to increase the use of shea in the U.S. chocolate industry were among the outcomes of the fifth annual shea conference, "Shea 2012: Shared Value," in Cotonou, **Benin**, co-organized by the **Benin** Association for Export Promotion, the Global Shea Alliance and the USAID West Africa Trade Hub.

More than 420 stakeholders participated in the annual conference itself from April 25-26, which was opened by **Benin's** Minister of Commerce and Industry Sephou Madina, **Burkina Faso's** Minister of the Environment and Sustainable Development Jean Couldiaty and U.S. Ambassador James Knight III.

"I use shea every day like almost every woman in Benin. It's natural that the industry would meet in Cotonou – ensuring that this gift from the earth continues to empower women and girls."

Angelique Kidjo,
UNICEF Goodwill Ambassador,
supports Shea 2012.
See you there.



Angélique Kidjo, the internationally known musical artist and UN Goodwill Ambassador, lent her support to Shea 2012.



Shea 2012: Shared Value attracted more than USD 80,000 in sponsorship.

During the annual General Assembly of the Global Shea Alliance, stakeholders acted to address significant issues affecting the industry: international demand, and creating shared value – ensuring that the 16 million women who collect shea nuts across Africa see a greater return for their efforts.

In two days of training before the conference, more than 250 representatives of companies, members of women's groups and others participated in more than a dozen training workshops addressing the primary issues affecting the export of shea and shea products from West Africa.

However, it should be noted that many of the most popular and influential elements of the conference took place outside of the official program itself: the dozens of extra-curricular meetings between stakeholders seeking business partners, analysis and insight. Although there were formal business-to-business forums which also matched companies seeking to discuss trade and investment opportunities, other similar forums were taking place informally on a much larger scale throughout the week of the conference. This makes clear that the GSA has evolved from a primarily USAID Trade Hub-driven project into a genuinely autonomous entity.

Analysis

Shea's largest demand (>90% of export use) comes from the cocoa/confectionary sector, where the stearin fraction of the butter is a highly desirable ingredient – an exotic specialty fat – for formulation of cocoa butter equivalents and improvers (CBEs/CBIs).

As shown by information published in *Tradewinds*, on the Global Shea website and in presentations at Shea 2013, from a peak of USD 9,323 per ton in July 2008 the cocoa butter market dropped over 75% to a low of USD 2,222 per ton in December 2011.

With relatively high shea nut prices across the region and floor pricing introduced in **Ghana**, supply chains and factories were forced to reduce trade, and even cease activities altogether. Simply put, shea stearin has no market when CBEs/CBIs cannot be produced in an economically competitive manner relative to cocoa butter prices. The GSA must therefore continue to impact the competitiveness of the industry.

In the last few months of the reporting year, there have been more positive signs for shea. The cocoa market has seen a shift from optimum weather conditions, and insecurity in cocoa-producing regions, both of which have influenced buyers' confidence. As a result, by August 2012 cocoa futures were at a 10-month high (December futures for cocoa beans peaked at just below U.S.D 2,700 per ton) and following utilization of the earlier glut of butter (previously produced to meet Asia's cocoa powder demand for drinks, ice creams, etc.), the butter/powder ratio quickly rose to above 1.40, bringing cocoa butter futures well above

U.S.D3,600 per ton again. Thus, as the new trading season commenced in northern **Ghana**, shea businesses were once again sounding optimistic: even the lowest season-opening prices of USD 240 per ton for fresh shea nuts were significantly above the **Ghana** Cocoa Board's recommended floor prices.

Figures from across the sub-region (**Burkina Faso, Benin, Ghana, Guinea-Conakry, Mali** and **Nigeria**) show that *at least* 8,000 tons of hand-crafted shea butter are being produced and internationally exported annually - a 16,000% increase in the last two decades. The market demand for shea has rapidly matured, and the cosmetic sector is seen as being saturated with many options for shea butter including mechanically-extracted, solvent-fractionated, village-market-sourced crude, refined hand-crafted, and organically-certified and fairly-traded. Shea is traded as a cosmetics ingredient just like it is in the edible sector, as a commodity and in tough competition with its own multiple sources as well as alternative exotic butters and vegetable oils. The GSA should focus on strategic industry marketing and high quality global branding to ensure sustained growth of the sector.



The Global Shea Alliance began preparing the industry's sixth annual conference this reporting period, which will take place in Abuja, Nigeria, March 4-6, 2013.



CASE STUDY

Improving quality for more market

The USAID Trade Hub-supported Global Shea Alliance is addressing a key issue, increasing the opportunity for women to bargain for better prices.



More than 16 million women collect sheanuts in West Africa. The Global Shea Alliance's Sheanut Quality Improvement Program addresses a critical issue for producers and buyers.

CHALLENGE The quality of shea nuts varies significantly across West Africa, leading to significant differences in the yield and quality of vegetable fat they can produce. There is commonly up to 40% variation in yields, something found in no other agri-business in the world. The lowest-quality shea nuts (those stored in pits and then smoked) yield as little as 25% butter by weight, while the best quality nuts (those perfectly boiled and sun-dried) can potentially yield over 50% of quality shea butter by weight. International buyers have confirmed that establishing improved quality – and being able to assess this at the point of sale – will facilitate the payment of premiums to the women collectors.

INITIATIVE The USAID West Africa Trade Hub-supported Global Shea Alliance worked with stakeholders across West Africa, including U.S. Peace Corps Volunteers, to assess the quality of sheanuts and develop materials to present the best practices to ensure sheanut quality is preserved when women prepare them for storage in rural communities. Quality recommendations were based on expert consensus developed from over a decade of international and African research, including field work supported by the USAID West Africa Trade Hub, which focused on 'village-laboratories' that included the opinions and traditional skills of expert women collectors and processors backed-up by cutting edge scientific studies. With support from the World Bank's Business Development Services Fund in Ghana and Fludor, a major sheanut processor in Benin, the Alliance printed training materials and conducted training workshops in both countries. Radio announcements on sheanut quality were broadcast in local languages in the countries, too.

OUTCOME More than 6,000 women participated in sheanut quality workshops in northern Benin and Ghana. The radio campaign delivered the sheanut quality message to millions more. Sheanut buyers actively supported the campaign and were linked to women's groups that participated in the workshops. The involvement of local officials, women's groups, U.S. Peace Corps, sheanut traders and sheanut processors built collaborative relationships that improved the credibility and the visibility of the Alliance.



1.5 Home Décor & Fashion Accessories

Introduction

While the informal handcraft sector may appear at first glance to be less economically significant than the USAID Trade Hub's more industry-focused sectors, in reality the picture is quite different. Tens of thousands of rural West African families gain significant income from "secondary" crafts activities. Most farming families across the continent possess at least one or two crafts skills, often more, and where these skills are used to make items for the tourist or export markets, the benefit can make an enormous difference to a family's well-being. Moreover, these activities are generally undertaken during the farming downtime when there is no other revenue-generating activity. Handcrafts thus play a central part in West African economic growth.

The Home Décor team's strategy is focused on strengthening capacity at key points along the value chain and on facilitating collaboration across the region and along the entire value chain. Strengthening capacity builds expertise, while increasing collaboration builds economies of scale.

The USAID Trade Hub targets Free On Board trade shows which generate large-scale trade with minimum orders of containers. Exporting companies receive assistance on product development, costing and pricing, export issues and professional customer service to international clients. Activities focus on connecting companies, nationally and regionally, and linking them with experienced export agents to allow groups of companies to fulfill large international orders which none of them could fulfill alone.

High Level Visits

In August, USAID Trade Hub Home Décor and Fashion Accessories Advisor Elaine Bellezza met Uwe Behm, Director of Messe Frankfurt, in Frankfurt, Germany. Messe Frankfurt is one of the world's leading event management companies. Messe Frankfurt expressed interest in providing support and assistance on efforts to organize a regional private sector professional handcrafts trade show.

In August, the Home Décor and Fashion Accessories team met with Timothy Swett of the U.S. Embassy in **Burkina Faso** and Janet Trucker of USAID to discuss the USAID Trade Hub's participation at the *Salon International de l'Artisanat de Ouagadougou 2012*.

In September, Bellezza met with Koffi Gnakadja, director of private sector activities, and Alidou Sanogo, director of handcrafts sector activities, at UEMOA at the regional body's headquarters in Ouagadougou, **Burkina Faso**. UEMOA expressed interest in working more closely with the USAID Trade Hub on promoting the handcrafts sector across the region.

In September, Bellezza met with Sembou Raphael, economics officer at the U.S. Embassy in **Niger**, during an assessment of the country's handcrafts sector for the USAID BEAM project. The assessment will be used to strategically orient future BEAM activities.

Results

Increased orders

The USAID West Africa Trade Hub Home Décor team remains a major player in linking buyers to producers throughout West Africa, and 2012 has seen further export growth for West African handcraft producers. In **Ghana** alone, handcrafts exports have risen 28% in the past year, from USD 2.78 million to USD 3.57 million in 2011, despite the severe economic downturn in the Eurozone.

However, this is only the beginning of what is potentially a period of unprecedented growth. **Ghana** is presently the only country in West Africa where there are experienced export agents who can service retail chains and large direct-import buyers. Mid-2012 saw the

completion of an order which the Trade Hub helped facilitate and that brought back one of the world's largest crafts import chains, Pier One Imports, which has over 1,000 retail stores across North America. Targeted product development inputs and exporter capacity building coupled with creative financing strategies created an environment where Pier One buyers felt comfortable sourcing after a multi-year hiatus. The Pier One order - 19 40-foot and two 20-foot containers of assorted handicraft products was secured by Fritete African Arts, a production and export company which now acts as Pier One's agent. The order directly generated more than 1,500 jobs in ceramics, wood carving, accessory furniture and décor.



Leslie Mittleberg of Swahili Imports in Senegalese villages working with basket makers. Leather-covered Senegalese baskets employ leather workers as well as basket weavers.

In 2012 this new optimism expanded outside **Ghana**, with one single buyer, AfricaNow! partner Swahili Imports, purchasing 40,000 **Senegalese** baskets in the past year for a large U.S. retail chain. Hundreds of women in many villages significantly supplemented their meager incomes on an ongoing, consistent basis with basket production, a major income source for rural women across West Africa.

Marketing skill sets: An emerging opportunity for handicrafts producers

In the Sahel where cotton is grown, transformation of local cotton into sellable items gives employment to both men and women. Women spin the cotton into thread, men weave the thread into cloth, both women and men dye the cloth, and others sew the cloth into garments, bags, and home accessories. This generates four levels of direct employment from every cotton item. These items attract robust sales in the local, tourist and export markets.

In 2012 the USAID Trade Hub launched a pilot initiative to further extend the value of these indigenous skills by promoting the skills themselves in addition to the products. Marketing skill sets has not been a common strategy in this sector, but the Home Décor team has recognized the value of this model and is working to make it viable.

In February 2012, a U.S. manufacturing firm specializing in lace production met **Mali's** Cooperative Djiguiyaso at the AfricaNow! Pavilion at the Ambiente tradeshow in Germany. The company immediately recognized the value of the refined handwork. They were interested in having the cooperative's 200 women work with their own designers to develop a high-end collection to add to their manufactured lines.

Staci Ranew, owner of Imagine Home, visited **Ghana** in mid-2012 for another



Home Decor and Fashion Accessories from across West Africa are gaining interest among consumers - helping companies capitalize on that interest is the goal of the USAID Trade Hub's work in the sector.

outsourcing project. Attracted by the semi-translucence of **Ghanaian** hand-made recycled glass beads, Ranew – teaming with manufacturing firms in Europe and Asia to do production — is developing a collection of metal and glass-bead décor items to be showcased to major U.S. retail chains in January 2013. Ranew estimates that for the sample pieces she will need close to one million beads.

Exporter agent capacity-building

The biggest hindrance to achieving economies of scale in the handcrafts value chain is the lack of competent export agents who consolidate the orders for numerous producer groups to a single buyer.

“Kill the middleman!” has been a mantra in many development projects in the sector for the past 30 years in an attempt to channel more money back into the hands of the producers. Unfortunately, because this approach attracts only small-scale buyers with no need of a

professional consolidating agent, it constrains sector growth – and producers earn less money. This approach also continues to foster an outdated image of Africa as having only small-scale rural producers, while in fact professional production facilities are increasingly becoming the norm.

In FY 2012, the USAID Trade Hub sought to revive the role of the agent to service important buyers who work with multiple artisan producer groups. A series of exporter training workshops has increased capacity and built solid collaboration among the region’s key exporters. In July 2012, more than 100 exporters in **Côte d’Ivoire** and **Senegal** participated in workshops. The third workshop will take place in Ouagadougou, **Burkina Faso**, in October 2012 at the *Salon Internationale de Ouagadougou* (SIAO), the largest crafts event on the continent.



Aissata Namoko of Cooperative Djuigasso at Ambiente in Frankfurt, Germany, Europe’s largest gift tradeshow.

Already this work is paying off. One of the attendees at both exporter workshops has begun working with numerous AfricaNow! partner importers, including Mbare, Ltd. Just two months after attending the workshop the agent is preparing to ship his first container to Mbare. The USAID Trade Hub Home Décor team followed up with strong mentoring inputs after the workshops to ensure smooth delivery by assisting the agent to identify producers, source raw materials, review the MOU, develop a production schedule template, evaluate costing and pricing, and understand shipping regulations.

Analysis

Under the AfricaNow! brand, the USAID Trade Hub has increased the visibility of home décor and fashion accessories products among international buyers and, by emphasizing professional sourcing with confidence, has altered the popular image of handcrafts: from the idea of a tiny producer in a village making a single product to the modern reality of professional African export companies with the competence to produce and deliver effectively to the international buying community on an ever larger scale. This is a paradigm shift and makes the larger USAID Trade Hub strategy for the sector possible:

- to help companies develop marketable products at competitive price points
- to increase the capacity of producers and exporters to efficiently deliver those products to the market
- to link capable vendors to buyers

Product design consultations have addressed the first of these issues and technical assistance on exporting and marketing under the AfricaNow! brand, with focused market linkages activities, have addressed the second and third.

As more buyers engage with producers and exporters across the region, they are increasingly confronting the well-known constraints to regional trade – particularly in transport. The USAID Trade Hub transport team has assisted producers and exporters confronted with these challenges and also gained insight from their experiences. Producers and exporters alike are gaining better understanding of these issues and contributing to efforts to address them.

The USAID Trade Hub has worked with the *Salon International de l'Artisanat de Ouagadougou* (SIAO) to introduce a professional tradeshow to complement the biennial retail event. However, an independent private sector-run initiative would be far more capable of meeting international standards. A growing number of large international buyers are reporting that they would wholeheartedly embrace a professional regional show where they could most efficiently source products from the best designers and exporters, as they do in other parts of the world, from India to Brazil to Guatemala. The lack of such a show is significant – and presents an important opportunity to improve significantly the marketing of products.

West African exporters and producers, many of whom have attended numerous international trade shows, are also interested in having a similar high-profile event in the region, not only to facilitate their ability to attend but also to raise the level of perception of the West African artisanal sector in the world's eyes. This sector, so heavily based on the visual appeal of its products, would benefit enormously from hosting a world-class trade event.

Export agents help trade expand



"It's impossible to work effectively in Africa without a reliable agent who can manage the various production companies as well as storage, packing, and shipping. Through the USAID Trade Hub I've finally found a reliable agent in Senegal that has allowed me to significantly expand my product base and increase my orders. We have gone beyond the days when a buyer purchases directly from the producer and ships small quantities. The whole chain has become too expensive, and the only way we can make it work is to have efficiency and an agent to coordinate."

Robbert Stewart of Mbare Ltd.



1.6 Apparel

Introduction

West Africa's competitiveness in manufactured apparel continues to improve thanks to a variety of factors – not the least of which is the African Growth and Opportunity Act, which eliminates tariffs on imports to the U.S. from West Africa. The apparel industry across Africa has generated more than 300,000 jobs, according to conservative estimates, but these have mainly been created outside of West Africa. The region has not benefited from this job growth; however, that is changing.



The primary constraint to increased trade and investment is access to finance. The training of workers, transport and logistics, and customs issues are additional challenges. The USAID Trade Hub has used its ability to facilitate discussions among and between key stakeholders and its expert knowledge and access to accurate data to address these issues.

New investment indicates that the business case to manufacture apparel in West Africa is

Apparel factories could employ thousands of people in West Africa - primarily young women - if key challenges, such as access to finance and infrastructure, are resolved. The African Growth and Opportunity Act makes factories competitive.

increasingly strong. With good access to labor and adequate material inputs, the potential for significant increased trade and investment is significant.

Results

Stakeholders discuss key issues affecting the sector in Ghana

In January 2012, the USAID Trade Hub facilitated a meeting of stakeholders in **Ghana** that addressed the primary issues affecting the industry: access to finance, transport and logistics, customs clearance and marketing. **Ghana's** Deputy Trade Minister Joseph Annan chaired the meeting and break-out groups allowed for detailed discussions of each issue. The deputy minister then established a task force to implement recommendations. The USAID Trade Hub established a "flying squad" – a team of skilled expatriate staff to work with leading factories and to train local staff to replace themselves.

Lucky 1888 Mills expands

In 2010, a joint venture involving firms in Pakistan – Lucky – and the U.S. – 1888 Mills – inaugurated an apparel factory with the U.S. Ambassador in **Ghana** with 200 workers. In FY 2012, the company was fully operational and expanded to a second facility, creating an addition 300 jobs. Most of the workers are young women and the impact on their lives is significant. In interviews, they say they are able to save their wages to fund their educations, start their own businesses and educate their children. USAID Trade Hub support was

instrumental in the initial investment and ongoing technical assistance has facilitated the expansion.

Third Country Fabric provision of AGOA extended

The USAID Trade Hub provided information and insight on the Third Country Fabric provision of the AGOA law that helped clarify the stakes for the apparel industry in West Africa – without AGOA and the Third Country Fabric provision, the industry would likely collapse. The AGOA trade preferences are critical to the industry's viability.


Collaboration with BDSF to train workers

Training of workers remains an important issue for apparel factories in **Ghana**. The USAID Trade Hub collaborated with the World Bank's Business Development Services Fund to obtain 50-50 matching grants to support the training of apparel workers in **Ghana**. Lack of technical skills among workers is consequently addressed, supporting the creation of additional jobs in apparel, beyond USAID Trade Hub-assisted companies.


Technical assistance addresses specific issues

The USAID Trade Hub apparel team provided technical assistance on specific issues throughout the reporting period.

- Dignity Garments and Rim-Artex were assisted in sourcing fabrics, and close monitoring of production and delivery processes helped to ensure that delivery times were respected.
- Technical assistance was also provided in the form of yarn sourcing and quality control for Buetec Broderie, a company in **Cameroon** which recently recommenced knitting and garment production following the death of its owner. While it is currently still local-market geared, the factory is now sourcing from spinning plants recommended by the Apparel Team.
- In late August, with the AGOA Third Country Fabric provision back in place, an MOU signed in January at the stakeholders' meeting between a buyer and the owner of a factory standing idle in the Tema Garment Village has finally borne fruit. Training of a 50-strong workforce by the "flying squad" team is still ongoing and sampling is taking place. Garments produced (trousers) are destined for the U.S.A, with the deal having an initial potential value of around USD 500,000.
- There are therefore now five **Ghanaian** apparel manufacturers with export programs going forward: Lucky 1888 Mills; Rimatex; Dignity; Cadlin and Liberty; and Justice/Premier Garment. The Apparel Team has been providing specific technical assistance to each of these manufacturers, including obtaining orders; sourcing fabrics, providing expatriate staff, monitoring, etc.



An independent source of West African quality apparel and accessories featuring African fashion—beautifully crafted African-inspired pieces from women's dresses to men's shirts and also of knits and wovens including casual wear, T-shirts, medical scrubs, uniforms and accessories.



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www.watradehub.com/apparel

The USAID Trade Hub assisted apparel companies at the Ethical Fashion Summit in Paris, France.

- In **Benin** two factories, Lolo Andoche and Gretta Luce, were assisted to develop business plans, and one of these is also benefitting from financial aid secured by the Government of **Benin** and has also been given land in the free zone. As soon as the new additional equipment arrives, further technical assistance will be required in terms of machinery lay-out and training. This is anticipated to materialize in Q2 FY 2013. The project will cost around USD 500,000 for machinery and working capital. The direct impact of the Technical Assistance will be converting the existing workshop of 20 workers into a factory with four production lines with 250 workers producing and exporting quality shirts to the regional and U.S. markets.
- The Apparel Team coordinator travelled to **Benin** to visit six factories requiring needs assessment; this resulted in Lolo Andoche and Gretta Luce completing their business plans.
- In April, USAID/WATH sponsored three designers from **Côte d'Ivoire**, **Ghana** and **The Gambia** at "Origin Africa" in Addis Ababa, Ethiopia. The Apparel Team coordinator provided on-the-ground technical assistance. Orders were secured, and further orders and distribution agreements are presently being negotiated for Ethiopia, Kenya and South Africa.
- A company in **Sierra Leone** was assisted by way of drawing up a business plan. The company has requested further hands-on factory assistance to commence once its new factory building has been completed and the machinery has arrived.
- A company in **The Gambia** has taken delivery of additional equipment recommended by the Apparel Team, and has requested technical assistance in setting up the new production lines in FY 2013.

- In September, the Apparel Team coordinator attended the Ethical Fashion show in Paris with four designer-manufacturers from **Côte d'Ivoire**, **Ghana** and **Nigeria**. The designers were encouraged by the positive response to their products (bags and clothing made out of local prints and fabrics), and by the media coverage they received (**Nigerian** TV; MSPress; Firststage TV in France). They met with companies interested in distributing their products in France under the European Union Economic Partnership Agreement (EUEPA). This show was ideal for small designers with orders which can be readily managed, and it served as a great entry point for these designers in to the international market.
- A spinning mill in **Burkina Faso** (FILSAH) has seen its new building completed and machinery arrive for the expansion of its OE (Open End) yarn production facilities. This will effectively double cotton consumption in the country, addressing a long-standing common complaint in West Africa that so little of the region's cotton has value added locally.

Analysis

Despite commitment from **Ghana's** Ministry of Trade and Industry (MOTI) through the apparel workshop/industry stakeholders' meeting and the production of a Ministry report covering all the key outcomes (recommendations) of the workshop, no real deliverables have as yet materialized. With the elections in December, it is unlikely that any serious decisions will be forthcoming for the industry, which will thus have to rely on the USAID/WATH Apparel Team and its own initiatives to overcome the hurdles they are facing.

Although there were signs after the MOTI stakeholders meeting that the **Ghana** Apparel Manufacturers Association may be revived, the initial drive towards this was short-lived, evidently on account of vested interests on the part of some of the garment manufacturers. The Apparel Team will make a final effort in FY2013 to bring about change, and try to take the association forward. This is crucial for the sustainability of the apparel sector in **Ghana**. The initial GAMA failed due to lack of good leadership, which meant that members were soon focused on their individual interests. The differences with the new GAMA are, firstly, that some new and more highly-motivated members have been identified by the Apparel Team, and secondly that designers will also form part of this new version of the association.

Lucky 1888 Mills is showing what the apparel industry in **Ghana** can achieve – significant investment and hundreds of jobs – and it will soon be joined by four other companies. A new chapter in the history of the **Ghanaian** apparel industry is clearly in the making. The potential is significant: Lucky 1888 Mills has said that it could expand to 2,000 workers if the issues it is confronting can be resolved.

The Third Country Fabric provision extension will give the industry respite until approximately March 2015, after which orders are expected to start declining. **Ghana's** MOTI will need, in conjunction with other AGOA country recipients, to start lobbying the U.S. government after the forthcoming elections to extend AGOA beyond its current lifespan. In the meantime, the industry also needs to target buyers in the European market in order to take advantage of the EU-EPA deal.

Although the Apparel Team, through the facilitation of the BDSF program, has seen two companies revived significantly, the communication and financial skills of senior management at these two companies need to be improved. Until such time as this has been accomplished, the Apparel Team will continue to liaise between the technical team/flying squad and buyers. The third new export-oriented company has its own technical, merchandising and financial team in place, and better financial and management skills; the Apparel Team will thus continue to give minimal technical assistance.



source
West Africa

An independent source of West African quality apparel and accessories featuring African fashion



NALLEM



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Further meetings between MOTI and EDIF will need to take place in FY 2013 to ensure that the flying squad program is sustained, and that mechanisms are put in place to keep the flying squad in place after the BDSF contract has expired.

With the Third Country Fabric provision back in place, the USAID/WATH Apparel Team will continue to target U.S. buyers to source from West Africa, especially given that in FY 2013 there will be four factories specifically geared towards the U.S. market. Going forward will have its constraints, however, given that the U.S. economy remains weak and consumer confidence has dipped considerably.

The apparel team will also be liaising with the **Ghana** Export Promotion Authority and EDIF to encourage them to co-sponsor **Ghanaian** manufacturers to attend the SOURCE Africa trade show and embedded matchmaking event in South Africa in April 2013.

The USAID Trade Hub works with designers across West Africa to connect them to international buyers. At fashion events across the continent, a vibrant fashion community is increasingly visible.



1.7 Specialty Foods

Introduction

Developing intra-regional food businesses in West Africa and assisting Export-Ready Companies to enter new international markets helps African farmers to increase their incomes, but this is only part of the story. It also allows farmers to invest more in their production processes, add value, become more competitive, and diversify their output.

At a time when the food market is largely a globalized phenomenon, in West Africa access to transport is increasing, and regional integration is progressing despite obstacles. This puts the region's producers in a better position than ever to participate in the growth of world food trade. West Africa has the advantage of a range of unique natural products able to meet the demands of international consumers who now want to discover and consume new organic foods. Conforming to international standards and procuring competitive packaging and labeling, access to finance, transport and logistics and marketing remain key challenges to companies in the specialty foods sector.



Booths 336-354

www.tasteafricanow.com/ffs2012

The USAID Trade Hub developed the Taste of Africa brand with stakeholders to increase the visibility of specialty foods products in international markets. The USAID Trade Hub also prepares marketing materials to support firms' tradeshow participation.

Now is the time for public and private organizations and companies to jointly define common regional approaches to overcoming technical and commercial challenges, and to actively develop plans to increase their market shares. The USAID Trade Hub is an active participant in this approach, particularly through the regional brand "Taste of Africa", developed in partnership with national organizations - APEXCI (Association pour la Promotion des Exportations de Côte d'Ivoire, or Côte d'Ivoire Export Promotion Agency), ASEPEX (Agence sénégalaise de promotion des exportations, or Senegalese Export Promotion Agency), CCI (Chambre de Commerce et d'Industrie, or Burkinabè Chamber of Commerce

and Industry) and the pan-African export body AAFEX (*Association AFrique agro Export*, or African Agro-export Association).

The USAID Trade Hub's multidisciplinary team (Food, Market Linkages, Finance) assessed and visited more than 30 individual companies in **Côte d'Ivoire**, **Burkina Faso**, **Guinea**, **Ghana** and **Senegal**. These onsite visits were highly productive in finding appropriate individual solutions to the major challenges faced by companies in terms of HACCP systems, packaging, labeling and finance. Most companies benefited measurably from this support, and were able to showcase their improved products at trade shows such as the Fancy Food Show in Washington and the Natural Products Expo East in Baltimore. These trade show participations also helped to increase the international visibility of new African products and ingredients like baobab powder, moringa, *atthieke* and honey.

High Level Meetings

- In February 2012 the Trade Hub Dakar team met with Diane White (Chief Operation Officer) and Gwen Young (Country Director – **Senegal**) of Africare (www.africare.org). Africare works on development projects in over 35 countries in Africa to help improve lives in areas including agriculture, health, water, sanitation and women's empowerment. After exchanging information about each other's projects in West Africa, we discussed Africare's interest in partnering with the Trade Hub on agriculture-related programs, including strengthening the supply chain of products such as cereals (one of the main exports of Trade Hub's specialty foods clients), and providing training programs.
- In April 2012, the Trade Hub Dakar hosted the Peace Corps Associate Director for Community Economic Development, Mr. Amar Sall, to discuss issues of common interest in the food processing and handicraft sectors, and to begin development of a comprehensive assistance plan which can help the Peace Corp team and partners to assess real export potential for targeted products. Mr. Sall again renewed the Peace Corp's commitment to assigning a volunteer to assist the Trade Hub in the handicraft sector.
- In September 2012 the Trade Hub Dakar team met with Dr. Connie L. Bacon, the USAID/U.S.DA/West Africa SPS Advisor, to discuss means of assessing and improving the food safety capacity of the facilities identified by the Trade Hub as having export potential. A workshop to providing training and technical assistance on gaps in the value chain will take place in the coming fiscal year. The USAID Trade Hub will also continue to collaborate with the USDA in helping identify potential candidates for the Cochran and Barlow fellowship programs.

Results

Partnership with national export promote agencies and trade shows participation

- 15 companies in addition to AAFEX showcased unique African products with distinct market opportunities at the Taste of Africa booth at the Fancy Food Show in Washington DC in June 2012. The companies included Amazing Quality Ltd and Moringa Revealed (**Nigeria**), NWCA (**Cameroon**), Free Work Services, Zena Exotic Fruits and Bioessence Laboratoires (**Senegal**), Jal Yassin Enterprises (Gambia), sponsored by the USAID Trade Hub. Rama Cereals, ITMAT, PKL, and SITA (**Côte d'Ivoire**) also participated, sponsored by the Taste of Africa's newest partner organization APEX-CI. AAFEX represented a number of specialty foods companies. Products exhibited included processed cereals, baobab, exotic jams, coffee, and moringa. Moringa Revealed's selection of moringa products was selected to feature in the "What's New, What's Hot" showcase, which highlights Fancy Food Show products and vendors, and was also on the NASFT website. Moringa and baobab

products generated a lot of interest from potential buyers who are keen to follow up after the show with the hopes of buying in significant quantities. The company Laboratoires Bioessence has already sent USD 20,000 of baobab powder to two American buyers: its sister company Bioessence Trade, and MTC Sales Services.

- The USAID Trade Hub Business and Finance Director and Specialty Food Advisor travelled to Ouagadougou and Bobo Dioulasso to visit and assess 13 Burkinabè specialty food companies, and to assist the Chamber of Commerce in selecting the most promising potential participants in the Natural Products Expo East, held in September 2012 in Baltimore. The team, assisted by the AGOA Resource Center Coordinator, provided guidance and advice to these companies with regard to product selection, packaging and labeling issues, food safety, and U.S. food regulation requirements.
- The USAID Trade Hub partnered with the Chamber of Commerce and the AGOA Resource Center in **Burkina Faso** to conduct a three-day training session to eight Burkinabè companies to prepare them to exhibit at Natural Products Expo East in Baltimore. The USAID Trade Hub's U.S.-based Market Linkages team helped the companies decide how to position themselves in the U.S. market, and to identify target buyers.

Partnership with AAFEX

The African Agro-export Association (AAFEX) has collaborated with the USAID Trade Hub to promote special foods in international markets. AAFEX has used the USAID Trade Hub-managed Taste of Africa brand to raise visibility for products from West Africa.

AAFEX has shown significant interest in taking on the Taste of Africa brand. At the International PROMOTE Exhibition, and the Moroccan International Agricultural Show, it promoted specialty foods under the Taste of Africa pavilion and branding.

The USAID Trade Hub and two French Development Agency consultants discussed the best ways of strengthening AAFEX's partnership with the USAID Trade Hub through co-sponsoring trade shows, and established a framework for use of the "Taste of Africa" branding during the upcoming 4-year AAFEX-funded program.

As AAFEX and partners expressed their desire to continue using the "Taste of Africa" trademark beyond the life of the project, the Trade Hub is presently discussing internally the possibility of transferring the brand to this Africa-wide organization of specialty food exporters.

Regional trade fairs and other events

The USAID Trade Hub participated in regional events where it engaged in many discussions and identified several new companies and technical partners to work with.

- At U.S.A. Week, a **Senegalese** agribusiness fair organized by the American Chamber of Commerce of **Senegal** and the U.S. Embassy in Dakar, the USAID Trade Hub presented Trade Hub experiences in assisting West African companies to export into U.S. market, and moderated a discussion on the role of U.S. agencies in assisting agricultural production and export in **Senegal**. The USDA Agricultural Attaché Mrs. Joani Dong and APHIS Director Dr. Connie Bacon spoke on the panel.
- The Livestock-Climate Change Collaborative Research Support Program (LCC CRSP) hosted a two-day workshop in Dakar, **Senegal**, in August to identify opportunities for *Feed the Future* research synergies related to the impact of climate change on livestock systems, and to help inform research funding for the USAID-funded Livestock-Climate Change Collaborative Research Support Program (lcccrsp.org). The USAID Trade Hub participated in the panels and group sessions,

and was able to highlight and share with the participants the results of the Trade Hub's support in helping remove trade barriers along the Dakar-Bamako corridor.

- In September, the USAID Trade Hub Specialty Food Advisor attended PROPAK West Africa 2012 in Lagos, **Nigeria**, a new event for the emerging West African packaging industry and exhibitors manufacturing and supplying food processing, packaging, printing, labeling and plastics products and services. PROPAK West Africa emerged in response to strong demand for a show which specifically meets the growing demands of a West African market ready to source and trade with some of the world's leading technology. The advisor met, discussed and identified key partners who are already supplying packaging to **Senegalese, Nigerian**, and Ivorian companies sponsored by the USAID Trade Hub.

Training of export-ready companies

The USAID Trade Hub conducted training in **Guinea** for the processed food sector, in collaboration with the U.S. Embassy and USAID. The training brought over 25 participants from Conakry and the other regions of **Guinea**, and was focused on AGOA opportunities, export-readiness and requirements for exporting foods to the U.S. A mini-exposition helped identify **Guinea's** potential in the agro-business sector, and to identify one export-ready company, AFE which specializes in processed cereals. It became clear that **Guinea** has enormous export potential in the cashew sector which at present is not being fully exploited.

Analysis

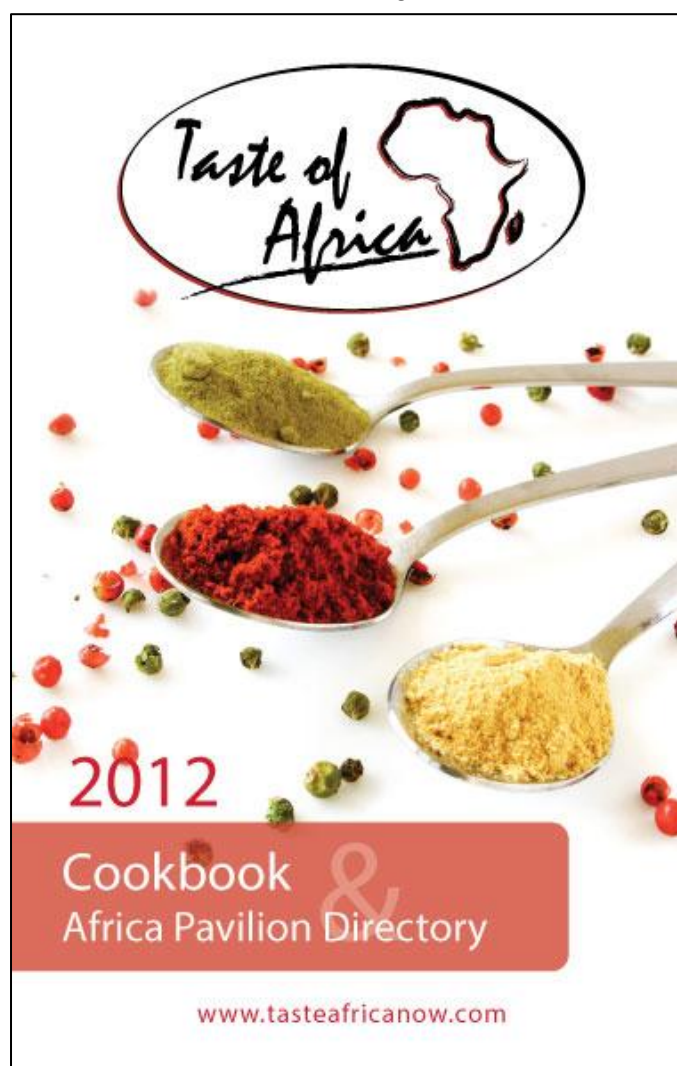
African food products are increasingly well-known and distributed in Europe, in great part due to a long-established Diaspora in the continent who have acquired European consumption habits. Due to the availability of shipping lines to Europe and the competitiveness of freight rates, these products are now more affordable and could therefore compete with products from other regions. Unfortunately the U.S. market lacks these competitive advantages; therefore, the USAID Trade Hub is putting in place an appropriate strategy to overcome these challenges. This strategy is based on consumer education and a strong presence at events like the Fancy Food Show in Washington the Natural Products Expo East in Baltimore. Such presence allows buyers to familiarize themselves with the products, and increase the ability of companies to meet market demand while giving more confidence to producers. The main obstacle to the U.S. market remains the ability of producers to respond on time to buyer requests.

One possible solution to this is to find a larger number of distributors/consolidators who can work with many smaller producers. Thanks to the promotional efforts of the USAID Trade Hub, certain products and ingredients like baobab, moringa and athiéké are increasingly known and requested by U.S. distributors. This quarter the Trade Hub assisted two selected companies that participated in the Fancy Food Show (Zena Exotic Fruits and Bioessence) to fulfill together an order of USD 20, 000 for baobab powder, jam and juice for U.S. distributor MTC Sales Services.

Another approach is to help African producers to develop a win-win partnership with distributors, as was done with one of the first specialty food producers in **Senegal**, which has since developed a long-term business with an Italian company. After five years of regular business, the company was able to build a new production facility with new cereal-processing equipment which meets international standards. Encouraged by the USAID Trade Hub, Free Work Services opened a modern supermarket in Dakar stocking only African products sourced from countries in the region. This is a good example of integration and partnership between companies. This initiative must be supported, and could be the basis for stronger relationships among agro-business companies in West Africa. It also allows companies to cooperate rather than compete, as well as to create a sectoral network of African producers in areas such as cereal processing.

This year the USAID Trade Hub developed a collaborative approach and a deeper technical and financial partnership with local partners such as APEXCI in **Côte d'Ivoire**, ASEPEX in **Senegal** and the Chamber of Commerce in **Burkina Faso**. The USAID Trade Hub's increasingly close relationship with these partners and companies can help strengthen regional market integration, trade, and technology transfer, between countries on the one hand and companies on the other. Consequently, joint participation in tradeshow and events organized by the USAID Trade Hub, where we can bring together different actors from different countries in the same location, should be used to lay the foundations for the development of regional sectoral strategies and policies in order to intensify the integration of regional markets. A number of key products can be found in most West African countries, particularly millet- and sorghum-based cereal products, cassava-based products such as *gari* and *athieke*, and plantain. In this regard the USAID Trade Hub could also facilitate access and contact between the region's producers region and trade promotion agencies, and could work with promoters of regional events to create a regional stock exchange, and to develop common incubator projects. This strategy could also help to establish a regional food security policy.

Partnership with national promotion agencies and continental associations has helped to avoid program duplication, and to allow the USAID Trade Hub to focus more on promotional activities and technical training.



The USAID Trade Hub's Taste of Africa Cookbook presents delicious West African recipes at the Fancy Food Show.



2. FINANCIAL SERVICES

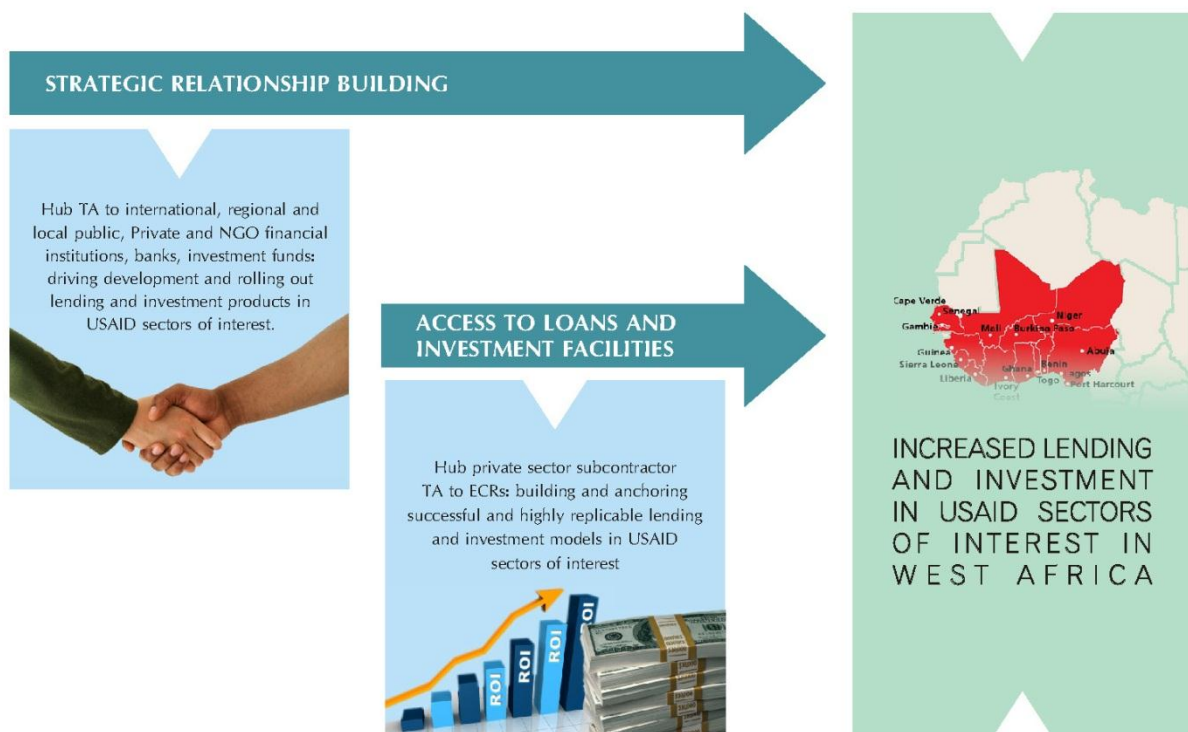
Introduction

Weak links to the rest of the global economy have to an extent sheltered Africa from the worst effects of the economic and financial crises presently shaking the U.S. and Europe. During the reporting period, Africa continues to be viewed by the global investment community as the next frontier. As one major investor recently said at the USAID Trade Hub-supported African Cashew Alliance's annual conference, "It is no longer a question of 'if' for investment in Africa - it is a question of *when*."

Despite its enormous potential and increasing investor interest, access to competitive financial services – particularly loans and investment - continues to be the greatest bottleneck to the growth and success of SMEs in West Africa, including USAID Trade Hub-identified export-ready companies²⁴. During FY 2012 the USAID Trade Hub has strengthened its previously-developed innovative approaches, with a view to bringing further improvements in this crucial area.

To drive access to finance, the USAID Trade Hub applies a two-pronged technical assistance approach, combining strategic relationship-building with financiers and investors, and improved access to loan and investment facilitation.

This approach is producing highly sustainable results at both the top and the bottom of the



The USAID Trade Hub's access to finance strategy.

²⁴ Source: information collected by the USAID Trade Hub during conferences, meetings, surveys and other information-sharing activities it sponsors and/or participates in.

A2F challenge: loan and investment facilities are being put into place for those non-traditional sectors which the USAID Trade Hub supports, and highly replicable financing and investment models are being designed, developed and tested through facilitation, enabling USAID Trade Hub-assisted ERCs to access more and more loans and investment opportunities in collaboration with public, private sector and NGO lenders and investors.

Results

USAID, BOAD, EBID, ACA collaboration leads to first major loan to a cashew processor in West Africa

From November 2011 to September 2012, strategic relationships with key regional development financial institutions including the *Banque Ouest Africain de Developpement*

(West African Bank for Development; BOAD) and the ECOWAS Bank for Investment and Development (EBID) have borne fruit in the form of financing mobilization activity in the cashew sector in excess of USD 16 million.

This mobilization is part of an agreement between USAID (represented by the USAID Trade Hub), African Cashew Alliance and the regional banks. The first loan by the ECOWAS Bank for Investment and Development under this facility was

approved during the June-September quarter of this year. The loan, made to Cajou Espoir in **Togo**, will result in 250 permanent jobs in cashew processing: 80% of the jobs will be held by women. The USD 2,400,000 loan will drive growth in farm-level productivity of up to 2,500 tons annually of cashew collection and conditioning, resulting in a growth in local business activity of up to USD 1,750,000 annually.



Left to right, ACA Managing Director Christian Dahm, USAID West Africa Acting Director Lisa Franchett and BOAD President Christian Narcisse Adovelande sign the MOU in Lome, Togo.

New financing from social investment funds

Similar work in partnership with social investment funds Root Capital and Grass Roots Business Fund has resulted in new financing in excess of USD 700,000 in the cashew trading and handcrafts sectors in **Ghana**. A €500,000 working capital facility was also extended by Root Capital for the procurement of raw cashew nuts in **Togo**.

In addition to strategic partnerships with social investment funds Root Capital and Grass Roots Business Fund, in FY 2012 the Trade Hub finance team developed and is now implementing partnerships with ResponsAbility, another social investor, and I&P Conseil, an equity investor.

Debt restructuring support with commercial banks leads to savings

Debt restructuring support in collaboration with commercial banks in the sub-region (specifically in the **Cameroonian** coffee sector) has resulted in savings in excess of USD 1,500,000, which will enable investment in Trade Hub-supported ERCs. Combined market access and access to financial-technical assistance structuring is driving win-win buyer financing for Trade Hub-supported ERCs in the cashew, apparel, shea and home décor/crafts sectors.

Nigeria cashew cluster finance scheme bears fruit

An innovative cluster approach developed with USAID Trade Hub technical assistance²⁵ in the cashew sector in **Nigeria** is becoming institutionalized in the public and commercial banks. The ECOWAS Bank for Investment and Development (EBID), the Nigeria Export and Import Bank (NEXIM) and the Bank of Industry are key partners in the scheme. It is ready for use in a second round of financing and structuring later in FY 2012 when the **Nigerian** cashew season is in full swing (the cashew harvest season ends in June/July in West Africa).

Training of commercial bankers builds capacity

With facilitation from the USAID Trade Hub, African Cashew Alliance, Global Shea Alliance, and Borderless Alliance, a number of innovations were developed during the fiscal year. **Burkina Faso**-based cashew processor Sotria-B has secured a strong buyer partnership which will result in significant increases in sales and important capacity-building activities. Strategic financing partners are working closely with the USAID Trade Hub finance team to accompany this growth. In **Côte d'Ivoire**, stakeholders in the cashew, shea and transport sectors received training and other capacity-building support from the USAID Trade Hub to support ERC growth at a time when the Ivorian economy is ramping up as a whole. Commercial banker training was at the center of this activity.

Analysis

The USAID Trade Hub's pilot approach of combining strategic relationship-building and professional access to finance has produced results in terms of facilitated financing and investment: the USAID Trade Hub has exceeded its performance indicators in these areas since the approach was introduced.

The sustainability of this approach became increasingly clear during FY 2012 as the second anniversary of its implementation approached. Strategic public, private sector and NGO financial institutions working in West Africa are institutionalizing products and services developed and implemented in USAID Trade Hub-supported pilots. Banks, alternative lenders, investors and buyers are routinely applying financing tools and concepts tested with USAID Trade Hub support. New sector lending is taking hold in regional development banks, under innovative partnership and technical assistance arrangements mentored by the USAID Trade Hub in collaboration with sector alliances which the Hub supports to build local industrial capacity.

All of these results are driving significant change in the area of access to finance. Further deepening of this approach, and broad outreach and dissemination of the best practices and lessons learned during the October 2012-March 2013 period, will further empower success and transformational change.

²⁵ See quarterly reports in FY 2011 and earlier in FY 2012 for details of the Nigeria Cashew cluster approach developed by USAID Trade Hub technical assistance subcontractors and facilitators.



CASE STUDY

Access to finance drives growth

By bringing stakeholders together, the USAID Trade Hub is helping industries overcome their most difficult challenges.



African Cashew Alliance

The managing director of the African Cashew Alliance, acting director of USAID West Africa, and the president of the Banque Ouest Africain de Développement sign an MOU to collaborate on improving access to finance in the cashew sector.

CHALLENGE Access to finance remains a serious obstacle for business across West Africa, particularly in non-traditional sectors. Commercial banks are reluctant to finance companies in these sectors because the failure rate for companies is high and the alternatives are more attractive –such as treasury bills, with high interest rates and much lower risk. For their part, companies are new and untested, some do not have compelling business plans, and many have no track record to make a loan application credible. Together, these factors lead to uncompetitive financial services, critical to business growth and development, trade and investment.

INITIATIVE The USAID West Africa Trade Hub facilitated cooperation among multiple stakeholders to improve access to finance in the cashew sector. In May 2012, USAID West Africa, the African Cashew Alliance and the *Banque Ouest Africain de Développement* (BOAD) signed a Memorandum of Understanding to formalize a collaboration addressing the issues which make extending loans to non-traditional exporting companies difficult: the USAID Trade Hub's market linkages support helps companies find buyers; the Trade Hub-supported African Cashew Alliance provides technical assistance to cashew processing companies to ensure they can operate at peak efficiency; and, BOAD provides financing at competitive rates to cashew processing companies.

OUTCOME In August 2012, Cajou Espoir, a cashew processor based in Togo, obtained a USD 2.4 million loan – the first regional development bank loan of this size – from BOAD to expand its facility in central Togo. The factory has 300 employees, and will create jobs for 1,000 people within three years, 85% of them women. Multiplier effects mean significant increases in household incomes. The loan also sets an important precedent, with additional applications in the pipeline. Improving access to finance is a key reason why cashew processing is rapidly expanding across West Africa. In 2012, factories in Africa will process a record quantity of raw cashew nuts – and by all accounts, this upward trend can only be expected to continue.



3. TRANSPORT

Introduction and Overview

Efficient and low-cost transport in West Africa is essential for regional development in general but is particularly important for USAID Trade Hub-assisted companies: the costs and delays involved in moving handcrafts, shea, cashew, specialty foods and apparel effectively discourage and prevent millions of dollars in trade and investment. Efficient regional transport is also key to successfully achieve food security in the region.

Reducing by 10% the time it takes to move goods from a landlocked country to a port in West Africa would increase trade volumes by 25%. In other words, reducing delays would transform the West African economy. On one major trade corridor in West Africa, USAID Trade Hub efforts have done exactly that – clearance times were reduced by 25%.

Overall, bribery has fallen by 45% since the USAID Trade Hub developed a methodology to monitor bribery and delays on trade corridors – the results have been published quarterly by UEMOA, the regional body of francophone countries, since 2006 and disseminated widely to stakeholders across the region. The initiative was developed upon the request of UEMOA.

The private sector has used the evidence in the reports to identify issues and advocate for improvements. The initiative's success has led to broad support for a West Africa Transport and Facilitation Observatory – which would put additional data in the hands of business and government, providing further insight on how to increase efficiency and lower costs.

Achieving such improvements is not as simple as simply filling in the potholes on West African highways – in fact, the region's roads and highways are in the best condition they have ever been, by many accounts. The problem is only partly a question of good physical infrastructure. Delays and costs are driven more by policy decisions at the regional and national level that effectively block trade. The USAID Trade Hub Transport component works, in close cooperation with the Business Environment component, to reduce barriers to trade in West Africa in order to drive economic development. In particular, the USAID Trade Hub implements a road governance observatory under a joint initiative of ECOWAS and UEMOA which reports quarterly on the number of times trucks driving to or from landlocked Sahelian countries are stopped at fixed checkpoints, and the amount of bribes paid and delays incurred on seven West African transit corridors in eight countries (**Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Senegal and Togo**).

The numerous checkpoints and the associated illicit payments are not the only reasons, nor the most important ones, that transport is inefficient and costs so high in West Africa. Comprehensive USAID Trade Hub studies of all the costs and procedures affecting the movement of goods from their arrival on a vessel in a West African port to their clearance for consumption in a land-locked country have revealed that most non-tariff barriers to trade are found in ports, at border crossings and at inland terminals and that most such barriers are perfectly legal and result from poor implementation of regulations and cumbersome procedures.

In order to more effectively address these larger issues, the Trade Hub has successfully promoted the establishment of a joint ECOWAS/UEMOA West Africa Transport & Facilitation Observatory which will provide the objective, reliable and timely information and analysis required for good policymaking and evaluation. The work of the Observatory will also provide support for evidence-based advocacy. USAID and the European Union have committed to provide financial support for the Observatory. It is hoped that the Observatory will become operational before the end of 2013.

Effective advocacy is critical to the implementation of the recommendations emanating from the Road Governance work and the Transport Costs studies. In that regard it is particularly

satisfying that the Borderless Alliance elected its first Executive Committee at the Borderless Conference in Abidjan in May 2012 and that a Secretariat has been established to manage the Alliance.

High Level Meetings

Minister of Transport and the Minister of Regional Integration of Côte d'Ivoire

On November 28th 2011, a USAID Trade Hub delegation met the Minister of Transport and the Minister of Regional Integration of **Côte d'Ivoire** to present Trade Hub's activities as a whole and the Borderless activities in particular. The Minister of Transport showed great interest in Trade Hub's initiatives, particularly in transport facilitation and stressed the government's commitment to achieve more transparency and less corruption in **Côte d'Ivoire**. Subsequently the Ministry of Transport became one of the main sponsors of the May 2012 first annual Borderless Conference in Abidjan.

West Africa Transport & Facilitation Observatory working group

The Trade Hub hosted or facilitated the three first meetings of the West Africa Transport & Facilitation Observatory working group in Accra (March 2012), Cotonou (June 2012) and Ouagadougou (July 2012) with participation from ECOWAS, UEMOA, the World Bank, the African Development Bank, USAID, the European Union, the Japanese International Cooperation Agency, the Abidjan-Lagos Corridor Organization, and the Agribusiness & Trade Promotion project. In that context and to move the Observatory process ahead, the USAID Trade Hub facilitated the preparation of an Observatory Concept Note in English and French.

Highlights

Improved transport efficiency

Over the last four years, the time required to move goods from arrival at anchor in Tema port to clearance for consumption in Ouagadougou has been reduced by 25% while costs in dollars over the same period has increased by less than 2% and reported illicit payments have gone down from 8.8% to 5.5% of total transport costs. The USAID Trade Hub's road governance reports, published with UEMOA, and transport costs studies have contributed to this significant decline, which translates into a 14% reduction in transport costs.

Reduced road harassment

Road governance in the region has improved significantly. In FY 2012 reported average illicit payments at checkpoints were reduced by 40 from USD 8.0 per 100 km in the third quarter of 2011 to USD 4.4 in the second quarter of 2012

The West African Transport & Facilitation Observatory

In September 2011, the USAID Trade Hub proposed that its Road Governance and Transport Costs work should be sustained within a joint ECOWAS/UEMOA West African Transport & Facilitation Observatory. This proposal was accepted by both ECOWAS and UEMOA and USAID and the EU have indicated that they will co-fund the Observatory for the next four to five years. This regional Observatory will cover all ECOWAS countries and provide data and analysis that will allow the private sector, in particular the **Borderless Alliance**, to conduct effective advocacy for positive change and allow governments, regulatory bodies and donors to make and evaluate appropriate and effective policies.

Results

Transport costs and procedures studies

A report on transport and logistics costs on the Lome-Ouagadougou corridor was published in January 2012 and formally launched in **Togo** and **Burkina Faso** in May 2012.

Also, two focus group sessions were organized in Tema and Ouagadougou, in August and September 2012, respectively, in order to update costs, procedures, time and delay data on the Tema-Ouagadougou corridor in order to document the current situation and trends in costs as well as efficiencies.

Comparisons between the Tema-Ouagadougou and the Lome-Ouagadougou corridor studies showed similar inefficiencies in port operations and clearance procedures, road transport and border crossing issues, and inland terminal operations on the two corridors. However important improvements were noted, in particular in the Ouagarinter terminal where processing time, including delays, has been reduced by 55% from a total of 6.0 days in 2008 to 2.4 days in 2009-2010, largely due to more efficient operating procedures by the inspection company Cotecna²⁶. The USAID Trade Hub's multiple stakeholder approach, including one-on-one meetings, workshops and roadshows, has largely contributed to the increased attention to efficiency that has led to these kinds of improvements.

As for the Tema-Ouagadougou corridor, over the four year period from mid-2008 to mid-2012, the standard time (processing and transport) to move goods from a vessel in the port to clearance for consumption in Ouagarinter is reported to have been reduced by 25% from 13.6 to 10.4 days.

Road Governance

Road governance improved significantly in FY 2012 as reported average illicit payments per voyage were reduced by 45% from USD 8.0 per 100 km in the third quarter of 2011 to USD 4.4 in the second quarter of 2012. The trend is positive in **Togo**, **Senegal** and **Côte d'Ivoire**, steady in **Burkina Faso** and **Mali**, and negative in **Ghana**.

In April 2012, the Road Governance component started to collect data on the Cotonou-Niamey corridor, thus increasing the number of corridors and countries participating in the initiative to seven and eight, respectively.

Verification trips

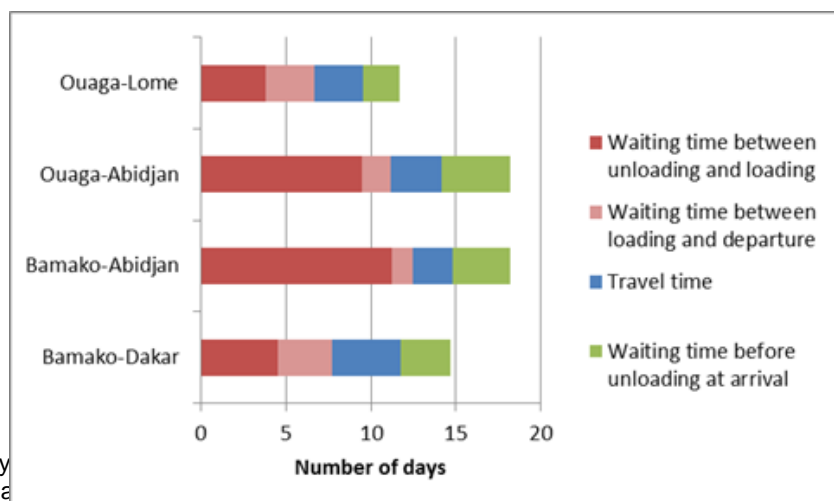
During the FY 2012, focal point agents and USAID Trade Hub staff conducted seven verification trips along all monitored corridors to ensure road governance data collected from the drivers are consistent with the reality. The result of the analysis done on the Lomé-Ouagadougou corridor suggests that drivers, contrary to expectations, tend to under-report the bribes paid, while the trips on Dakar-Bamako corridor confirmed drivers' data.

New indicators

The low utilization of trucks in West Africa is the major reason for the high cost of trucking in West Africa. In order to document this issue, we have started to collect information on truck travel time as well as the total time a truck spends from waiting to cargo to the waiting time experienced between arrival and unloading. This information is collected from drivers by

²⁶ This has since increased to 3.2 day to be done at Ouagarinter instead of a waiting time in Ouagarinter.

Graph: Truck utilization – loaded trucks with export cargo 2012

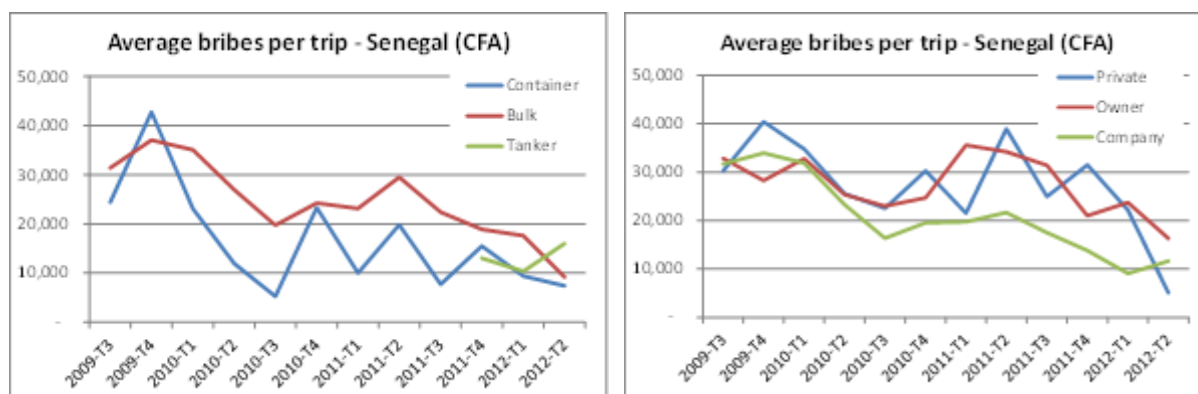


the focal points and is thus an expansion of the Road Governance initiative in preparation for the establishment of the West Africa Transport and Facilitation Observatory.

As the graph here shows, for trucks carrying transit cargo, most time is spent waiting with actual travel time – which also includes a fair amount of waiting at checkpoints and at border crossings - presenting only between 13% and 27% of total time.

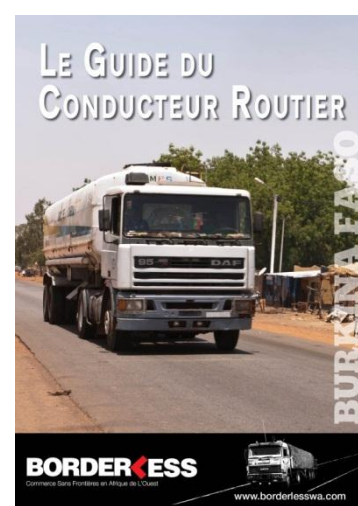
National reports

In order to provide decision makers, uniformed services and other national stakeholders with more information than what is published in the quarterly Road Governance report so as to be better able to correct malpractices and conduct effective advocacy, the USAID Trade Hub started in 2011 to produce detailed national reports. In 2012 the national report for **Senegal** was updated and expanded to include for the first time detailed analysis on the results of the last two verification trips and information on the impact of drivers education, containerization, truck ownership, driver nationality and type of product on bribes and delays, as well as the average travel time and total lead time. The two charts below illustrate the impact of mode of transport and truck ownership on average bribes showing that container trucks pay consistently less bribes than trucks carrying bulk cargo as do trucks that belong to a company rather than an individual, which may be a reflection companies being more professional.



Drivers' guides

Two Drivers' Guides for **Togo** and **Burkina Faso** were prepared and launched in September 2012 in collaboration with the respective National Facilitation Committees (NFC). This brings to a total of four the number of Guides prepared by the Trade Hub (**Ghana** in 2010 and **Mali** in 2011). The guides inform drivers of the rules of the road – including plain-language explanations of traffic laws and procedures at checkpoints – that ultimately improves drivers' professionalism. A more professional industry is a more competitive industry.



Trade and transport facilitation recommendations

A detailed description of all recommendations from the Trade Hub's work in trade and transport facilitation by both the Transport and Business Environment components was prepared for the Borderless Alliance as a guide for formulation of their advocacy strategy.

Dissemination and advocacy events

This year, the Transport team organized 18 workshops and roadshows in 8 countries addressing road governance issues. The team also participated in a number of other events to campaign for the Borderless message of free movement of people and goods. On top of the usual quarterly reports, the “In Transit” newsletter was developed and widely distributed during all these events, summarizing the road governance results and providing additional information about Borderless initiatives.

The 7th Road Governance initiative Steering Committee meeting was held in June in Cotonou, **Benin**, gathering 90 people from the 8 countries participating in the Initiative. After the event, a half day was dedicated to the training of the more than 20 focal point supervisors and field agents.

Number of participants trained at Transport & Borderless Alliance Events (Q3 2012)

	Ghana	Togo	Burkin a Faso	Côte d'Ivoir e	Sene gal	Niger	Benin	Mali	Q3 2012
Male	82	63	87	0	0	106	99	0	435
Female	5	6	11	0	0	1	1	0	24
Total	49	69	98	0	0	107	100	0	461
<i>Borderless Alliance Membership Drive</i>									
Male	0	0	20	5	0	0	10	0	35
Female	0	0	4	3	0	0	3	0	10
Total	0	0	24	8	0	0	13	0	45

Number of participants trained at Transport & Borderless Alliance Events (FY 2012)

	Ghana	Togo	Burkina Faso	Côte d'Ivoire	Senegal	Niger	Benin	Mali	Total FY'12
Male	205	119	296	755	279	126	217	0	1997
Female	19	12	26	31	6	1	13	0	108
Total	224	131	322	786	285	127	230	0	2105
<i>Borderless Alliance Membership Drive</i>									
Male	0	0	32	49	33	0	84	0	163
Female	0	0	7	9	0	0	33	0	39
Total	0	0	39	58	33	0	117	0	202

Analysis

Analysis - Time and delays

The performance of the Tema-Ouagadougou corridor in terms of time and delays as reported in 2008 and in 2012 is summarized in the table below.

Time and delays on the Tema-Ouagadougou Corridor 2008 and 2012 (Imports – General cargo)

	2008 Standard Time (Days)	2008 Delays (Days)	2012 Standard Time (Days)	2012 Delays (Days)
<i>Anchorage</i>		1.7		3.9
<i>Berthing</i>	0.9		1.7	
<i>Port operations subtotal</i>	5.3	2.9	3.2	1.4
Port total	6.2	4.6	4.9	5.3
Road transport leg (including border crossings)	4.4	1.1	3.9	1.1
Ouagarinter subtotal	3.0	3.0	1.6	1.7
Total	13.6	8.7	10.4	8.1

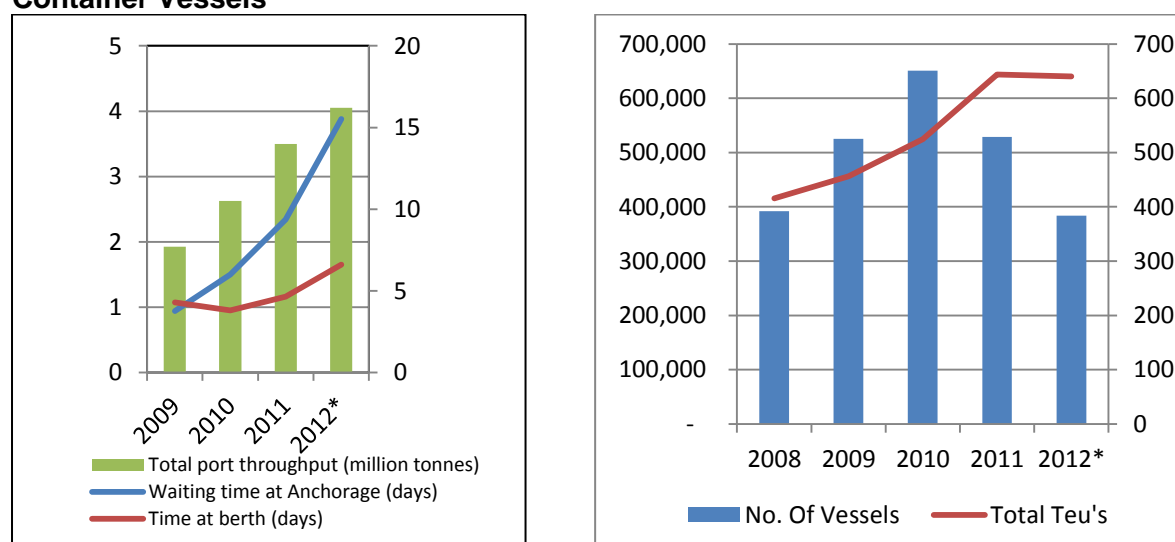
Over the four year period from mid-2008 to mid-2012, the standard time (processing and transport) to move goods from a vessel in the port to clearance for consumption in Ouagadougou has been reduced by 25% from 13.6 to 10.4 days while reported delays (such as waiting time) have been reduced by about 10% from 8.7 to 8.1 days. **Using standard time as a measure, the Tema-Ouaga corridor as a whole has thus become 25% more efficient during the last four years.**

The reason that delays have not declined significantly is primarily because of increased port congestion as a result of traffic growth. In Tema port for example, total traffic volumes have grown by about 60% from 8.7 million tonnes in 2008 to 14 million tonnes in 2011 without major investments in new infrastructure. It is therefore not surprising that waiting time at anchor has increased significantly from an average of 1.7 days in 2008 to 3.9 days in 2012.

Average time spent at berth has also increased from 0.9 days in 2009 to 1.7 days in 2012 as larger vessels are calling the port with more containers discharged and loaded per vessel.



Tema Port throughput vs. average waiting time at Anchor and Berthing time for Container Vessels



Note: 2012 containerized traffic and vessel calls have been extrapolated based on January to September figures.

During the last four years, processing time in the Tema port has improved by 40% and in the Ouagarinter terminal by almost 50%. In the port, this can be attributed to streamlining of procedures as well as improved information sharing between the various institutions involved in the process while in Ouagarinter a combination of stakeholder education and a vast improvement in Cotecna cargo inspection procedures have resulted in more efficient processing. The road transport leg has seen a 10% improvement while border crossing times at the Paga/Dakola border in 2012 remain similar to the 2008 situation with an average of one hour spent at Paga and two at Dakola.

Analysis – cost of time and delays

The cost incurred by the time it takes to trade goods represents a financial cost to the trader who needs credit to finance his transactions. The importance of high transport costs, long transit times, and unpredictability as barriers to trade, has gained much attention in the last decade or so, and many analysts have concluded that the cost of time and uncertainty is much higher than simply the opportunity cost of locked-up capital and could be equal to an increase in tariff of 0.9% per day²⁷.

As the average value of the import shipments considered in the 2010 Tema-Ouagadougou corridor study was about USD 26,000 and weighing 32 tonnes, a reduction in transit time of 3.2 days, using the assumption above, the value to the shipper of this time saving could represent 3.2x0.9 % of USD 26,000 which is equivalent to USD 749 or USD 23.4 per tonne. This would be equal to a 14% reduction in transport costs (the average cost per tonne for import was USD 168 per tonne in the Tema-Ouaga study)

Analysis – transport costs

The performance of the Tema-Ouagadougou corridor in USD as reported in 2008 and in 2012 is summarized in the table below. The overall conclusion is that in current dollars the total cost of moving a truckload of general cargo from a vessel in Tema port through the clearance procedure in the Ouagarinter inland terminal in Ouagadougou has increased by less than 2% while cumulative inflation in **Ghana** and **Burkina Faso** over the same period, were 68% and 18% respectively. In real terms transport costs have thus gone down.

²⁷ Hummels, David (USAID/Nathan Associates Inc), 2007, "Calculating Tariff Equivalents for Time in Trade" pg 9

Also noteworthy is that illicit payments as a percentage of total costs have gone down from 8% to 5.5%.

Costs on the Tema-Ouagadougou corridor 2008 & 2012 (Imports – General cargo)

	2008 TOTAL (USD)	2008 Of which informal (USD)	2012 TOTAL (USD)	2012 of which informal (USD)
Port, transit yard , customs and stripping	237	57	343	35
Shipping line release	102	0	112	0
Forwarding	281	0	200	0
Sub-total	620	57	655	35
ROAD TRANSPORT LEG				
Road Transport Tema - Ouaga	2,869	98	3,310	140
Border Crossing at Paga	26	26	20	20
Border Crossing at Dakola	141	14	154	14
Sub-total	3,035	138	3,484	176
OUAGARINTER Customs	297	205	322	59
OUAGARINTER Forwarding	458	0	427	0
OUAGARINTER Truck Demurrage	393	0	0	0
Sub-total	1,148	205	749	59
GRAND TOTAL	4,803	399	4,889	268

Source: Tema-Ouagadougou Cost study and focus group discussions 2012.

Costs in Ouagarinter have gone down because the increased efficiency means that demurrage charges on the trucks which used to be XOF 75,000 per day (about USD 150) are nowadays unusual.

For containers the situation is slightly different. In the Lome-Ouagadougou corridor study we noted that the overall cost of moving containers is higher than for general cargo. In the next quarter we will extend that analysis to the Tema-Ouagadougou corridor. However we know that port costs, time and delays are less for containers than for general cargo while container handling charges in Ouagarinter amounting to XOF 125,000 (about USD 250) per TEU add considerably to the cost of using containers.

In local currencies, the performance of the Tema-Ouagadougou corridor in terms of costs as reported in 2008 and in 2012 is summarized in the table below.

Port costs are generally paid in **Ghana** cedis (GHS) whereas the road transport leg and costs in Ouagarinter are paid in franc CFA (XOF).

Costs in local currencies on the Tema-Ouagadougou corridor 2008 & 2012 in (Imports – General cargo)

PORT (GHS)	2008 TOTAL (GHS)	2008 of which informal (GHS)	2012 TOTAL (GHS)	2012 of which informal (GHS)
Port, transit yard , customs and stripping	213	51	652	66
Shipping line release	92	0	213	0
Forwarding	253	0	380	0
Sub-total Port (GHS)	558	51	1,245	66

ROAD TRANSPORT LEG (XOF)	2008 TOTAL (XOF)	2008 of which informal (XOF)	2012 TOTAL (XOF)	2012 of which informal (XOF)
Road Transport Tema -Ouaga	1,195,272	41,118	1,655,100	70,100
Border Crossing at Paga	10,726	10,726	10,000	10,000
Border Crossing at Dakola	59,253	5998	77,070	7000
Sub-total Road	1,265,251	57,842	1,742,170	87,100

OUAGARINTER (XOF)	2008 TOTAL (XOF)	2008 of which informal (XOF)	2012 TOTAL (XOF)	2012 of which informal (XOF)
OUAGARINTER Customs	124,723	85,965	161,150	29,500
OUAGARINTER Forwarding	192,423	0	213,500	0
OUAGARINTER Truck Demurrage	164,934	0	0	0
Sub-total Ouagarinter (XOF)	482,080	85,965	374,650	29,500

Grand TOTAL – Port (GHS)	558	51	1,245	66
Grand TOTAL - Road & Ouaga (XOF)	1,747,331	143,807	2,116,820	148,700
Grand TOTAL – All (USD)	4,803	399	4,889	268

Source: Tema-Ouagadougou Cost study and focus group discussions 2012.

As shown in the table, port costs in GHS have more than doubled from 2008 to 2012. However considering that in the same period cumulative inflation in **Ghana** has been 68% and the value of the cedis in relation to US dollars has halved, it is hard to say whether port costs have gone up or down in real terms.

The road transport leg and costs in Ouagarinter have gone up by 15% which is slightly less than the cumulative inflation of 18% while the franc has lost about 20% in value against the dollar.

Inflation and Exchange Rates 2008 - 2012

Inflation	2008	2009	2010	2011	2012	Cumulative
Ghana	16.5%	19.3%	10.9%	8.7%	N/A	68%
Burkina	10.7%	2.6%	1.4%	2.8%	N/A	18%

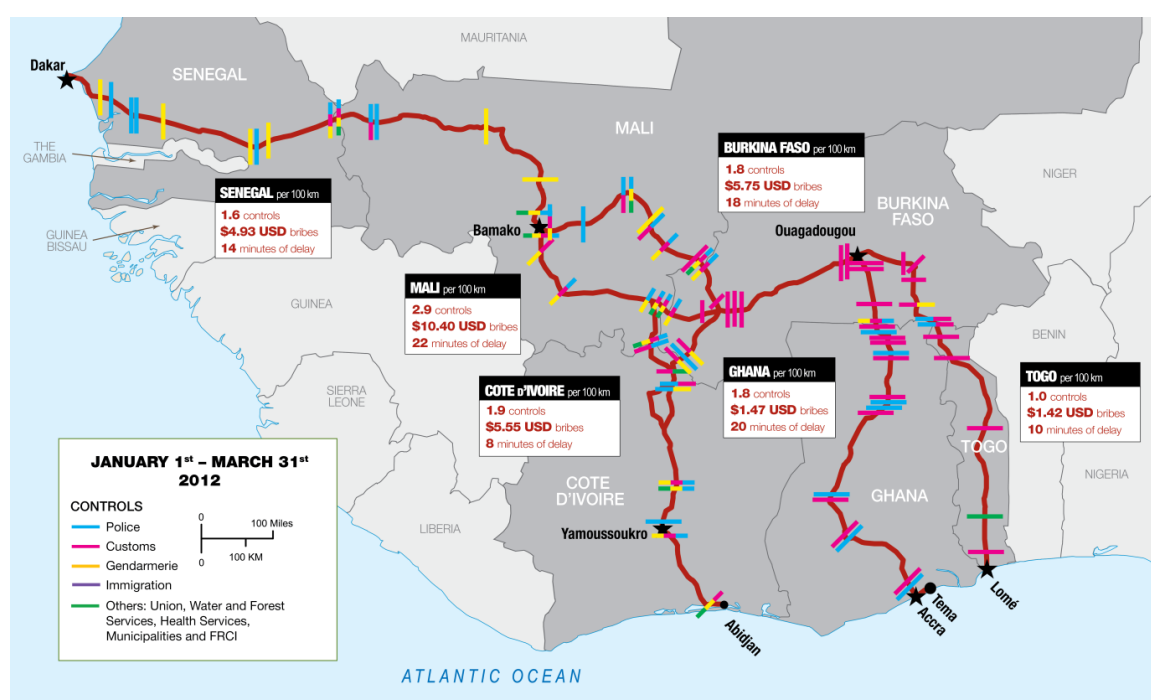
Source: Index Mundi - <http://www.indexmundi.com/>

Exchange Rates	Tema-Ouaga study (2008)	Lome-Ouaga study (2010)	2011 (Average)	2012 (September)
USD/GHS	0.9	1.42	1.52	1.91
USD/XOF	0.0024	0.0022	0.0021	0.0019

Source: www.fxconverter.com

Analysis - Road Governance

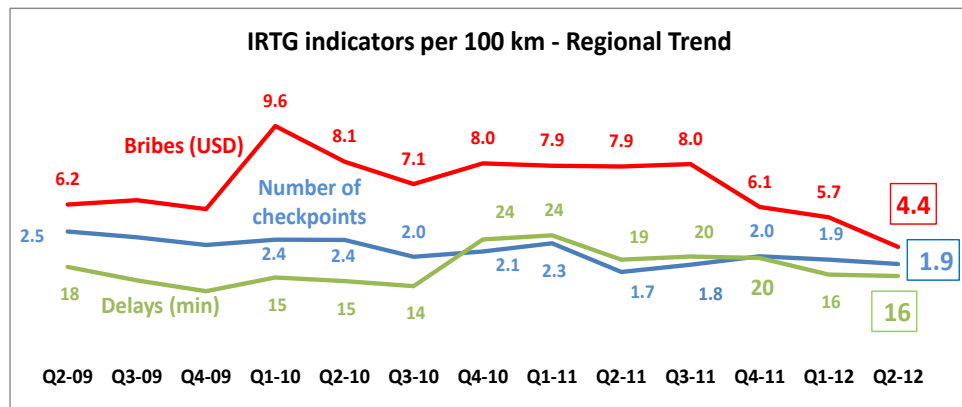
The Road Governance initiative is now present in eight countries monitoring seven corridors.



The latest addition to the initiative is the Cotonou-Niamey corridor. Data collection on that corridor started in the second quarter of 2012 but insufficient data were collected to make an analysis possible. We expect that data for this corridor will be included in the next Road Governance report covering the 3rd quarter 2012.

This year saw the progressive enforcement of the decision to remove all fixed Police and Gendarmerie checkpoints in **Togo** which was announced by the Minister of Security in August 2011. This followed intensive USAID Trade Hub-supported advocacy via civil society organizations in FY 2011 and private sector stakeholders in FY 2011 and FY 2012. As a result, bribes in **Togo** decreased by 61% over 18 months and delays by 45%. Moreover, these performances have kept improving each quarter. Although Customs has not improved, bribes from the Gendarmerie have steadily decreased and have reached an insignificant value while bribes from Police – mostly paid at the border post – keep decreasing. Overall, this is a huge achievement and shows that political will, together with advocacy efforts, can lead to dramatic improvements.

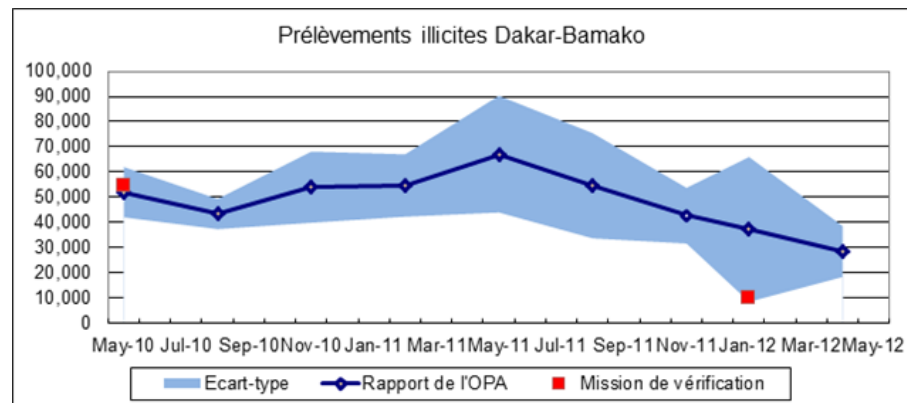
Côte d'Ivoire has also shown the way: bribes decreased by 75% in the last 15 months, also with a constant decrease every quarter. Delays were cut by 73% over the same period. However, these encouraging results on the main South-North corridor monitored by the Trade Hub should not hide the bad practices that remain on secondary roads and especially in the Western part of the country. Harassments on **Malian** roads have stayed high over the



past year and the current political situation is not likely to improve the situation. Due to the political crisis, traffic dropped as well as the number of forms collected, which makes the analysis less reliable. However, according to drivers and the **Malian** focal point agents, harassments have tended to increase since the beginning of the unrest.

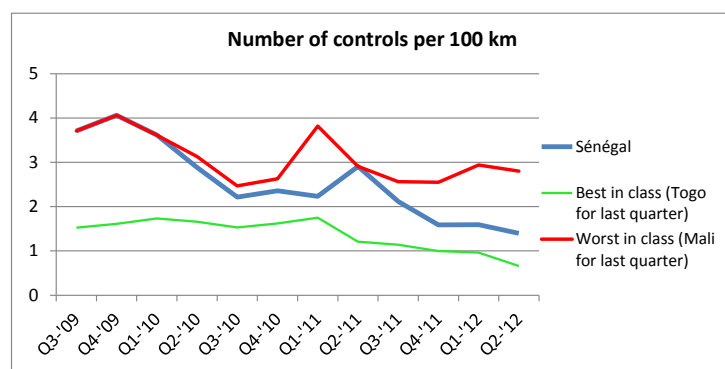
Analysis - Verification trips

During the FY 2012, focal point agents and USAID Trade Hub staff conducted seven verification trips along all corridors monitored to ensure road governance data collected from the drivers is consistent with the reality. Although controls, bribes, and delays vary considerably depending on the truck, the nature of the cargo, the driver nationality and many other parameters, the Transport team started to compare data from verification trips and from the drivers (see chart below).



The result of the analysis done on the Lomé-Ouagadougou corridor and reported in the Quarterly Report #16 (Nov 2011 to March 2012) suggests that drivers tend to under-evaluate the bribes paid, while the trips on Dakar-Bamako corridor confirmed drivers' data. This analysis will be refined, especially considering direction and loaded vs. empty trucks, and extended to other corridors next quarter.

Also, a Transport team member travelled along the Cotonou-Niamey corridor on a verification trip to document the current situation regarding road governance, the general condition of the road, and border



crossing issues.

Analysis – National reports

The updated **Senegal** National Report mostly acknowledges the significant improvements achieved during the last 12 months, as shown in the chart below. The sharp decrease in the number of fixed checkpoints from Gendarmerie played a dramatic role in this trend.

It also confirms findings from the first issue of the report, such as the fact that foreign trucks and trucks importing cargo are more harassed than the average. Not surprisingly, Kidira, the border post with **Mali**, remains the main location for bribes and delays.

Analysis - Drivers' Guides

The Drivers guides are used as a means to improve the fluidity of transport in the region while promoting road safety as well as professionalization of the trucking industry. The Guides do this by providing drivers in the different countries with rules and regulations on truck and cargo specifications, safety equipment required, as well as informing them of procedures to follow in case of incidents and numbers to call for assistance in the case of breakdowns, accidents or harassment on the roads. In the next quarter, two additional guides are planned for **Côte d'Ivoire** and **Senegal**, and the Guide for **Ghana** will be reviewed by the **Ghana** NFC with support from the USAID Trade Hub following the introduction of new road traffic regulations in June 2012.

Analysis - Sustainability

ECOWAS and UEMOA have accepted a joint USAID Trade Hub, EU and World Bank proposal to establish a regional West Africa Transport & Facilitation Observatory to be jointly supported financially by USAID and the EU initially.

The West Africa Transport and Facilitation Observatory will become the home of the current road governance observatory, which will grow to include more ECOWAS member states, and also an expanded set of indicators covering all facets of transport relevant to reducing trade barriers in West Africa.

The interim Steering Committee tasked to establish the Observatory met three times this year to discuss the way forward. ECOWAS and UEMOA submitted official funding requests to the EU. EU funding will amount to about EUR 7.5 million over five years and USAID has offered matching funds, which would be managed by the EU. A joint Concept Note has been developed and validated for implementation of the Observatory. It is expected that the institutionalization process will take three to four years.



CASE STUDY

Reducing delays is reducing costs

Clear, reliable information from USAID Trade Hub reports has led to significant reductions in transport costs and delays.



USAID West Africa Trade Hub

Checkpoints are bad for business, according to USAID Trade Hub studies. Policymakers have heard the message and responded. A significant decrease in delays is saving traders millions of dollars – and encouraging investment.

CHALLENGE Inefficient and costly transport in West Africa severely limits the region's competitiveness. Efficient and low-cost transport in West Africa is essential for regional development in general but is particularly important for the USAID Trade Hub value chain stakeholders who often mention that unreliable and costly transport is among their biggest challenges. Efficient regional transport is also key to successfully achieve food security in the region.

INITIATIVE In 2006, the USAID Trade Hub implemented a data collection and analysis methodology with UEMOA which has delivered quarterly reports to stakeholders on the levels of checkpoints, bribes and delays on key transport corridors in the region. Comprehensive USAID Trade Hub studies of all costs that traders incur have complemented the reports, identifying the drivers of delays and costs – and offering recommendations to address them. A private sector-led coalition supported by the USAID Trade Hub, the Borderless Alliance, conducts evidence-based advocacy to improve public policy. Together, these efforts have provided information and insight to policymakers – and they have responded.

OUTCOME Over the last four years, delays per trip on the Tema (Ghana) to Ouagadougou (Burkina Faso) corridor have decreased by 35% - which represents a 14% decrease in transport costs. This decrease is even more remarkable given that the volume of traffic at the Tema port has grown by 60% – leading to serious congestion and longer goods clearance times. In Côte d'Ivoire, public officials have reduced and limited the number of checkpoints to 16. In Togo, officials eliminated all police and gendarmerie checkpoints. These successes are not isolated: Road governance across the region has improved significantly. In FY 2012 reported average illicit payments at checkpoints were reduced by 45% from USD 8.0 per 100 km in the third quarter of 2011 to USD 4.4 in the second quarter of 2012. These significant improvements are encouraging trade and investment – and important contributions to greater food security.



4. BUSINESS ENVIRONMENT

Overview

Regional trade in West Africa is among the lowest compared to other major world regions and the reasons have important implications for food security. Simply put, barriers to trade in West Africa make trade inefficient and costly. In a region where most of the population lives on less than USD 2 per day, the costs driven by trade barriers have huge importance. Nestle, for example, spends USD 35 million annually distributing its products across West Africa – it could reduce those costs by 20% if delays at checkpoints were eliminated, it said at the Borderless Alliance's first annual conference held in Abidjan, Côte d'Ivoire, in May 2012.

The primary cause of delays is incomplete application of the ECOWAS Trade Liberalization Scheme (ETLS). Established in 1990, ETLS simplifies regional transport and transit procedures and eliminates tariffs on regionally-traded goods, but has yet to be fully implemented by member states. The USAID Trade Hub's Business Environment component works with ECOWAS and the private sector to reduce supply chain costs for exporters, and facilitate the free movement of persons, goods, and vehicles in West Africa. Reducing excessive delays and costs of transporting goods in West Africa will increase the economic competitiveness of regional governments, leading to job creation, higher incomes, and reduced poverty.

After analyzing the varying degrees of ETLS implementation in a series of country-specific Gap Analyses, the USAID Trade Hub identified a need to increase awareness of ETLS protocols, in order that the public sector can fully implement the scheme, and that businesses and investors will benefit from its policies. As a result, the USAID Trade Hub began to establish Border Information Centers (BICs) along highly-trafficked trade corridors. The BICs advise public and private stakeholders on cargo clearance procedures and best practices, reducing border clearance times and costs.

Additionally, the USAID Trade Hub has begun to advocate for expedited clearance processes at regional border crossings, another key recommendation produced by the Gap Analyses and additional USAID Trade Hub studies on regional trade barriers. Expediting the customs clearance process at regional borders will greatly reduce the delays and congestion at border posts which account for a large share of extraneous transport costs in the region.

The USAID Trade Hub also works to facilitate the complete implementation of ETLS through financial and technical support of the Borderless Alliance. Established in 2011, the Borderless Alliance is a private sector-led coalition that uses evidence-based advocacy to implement the most effective transportation policy reforms. The Alliance is an organizationally self-sufficient and financially sustainable platform facilitating private sector advocacy for policies that will reduce costs and delays in the movement of goods, vehicles, and people in the region.

Results

Border Information Centers

The Border Information Center concept was created at a 2010 meeting between the Trade Hub and ECOWAS as a method to spread knowledge and awareness of ETLS protocols and facilitate their practical implementation. Drawing from assessments of cargo clearance procedures, the BICs provide information to shippers and transporters on the laws, regulations, customs clearance procedures, and documents required to transport goods across borders. This information and assistance will ultimately reduce delays and associated

supply chain costs, eventually facilitating intraregional trade. The USAID Trade Hub is expanding this initiative to major border crossings across West Africa in partnership with national shippers' councils, who host the BICs and provide a sustainable infrastructure for future BIC operations.

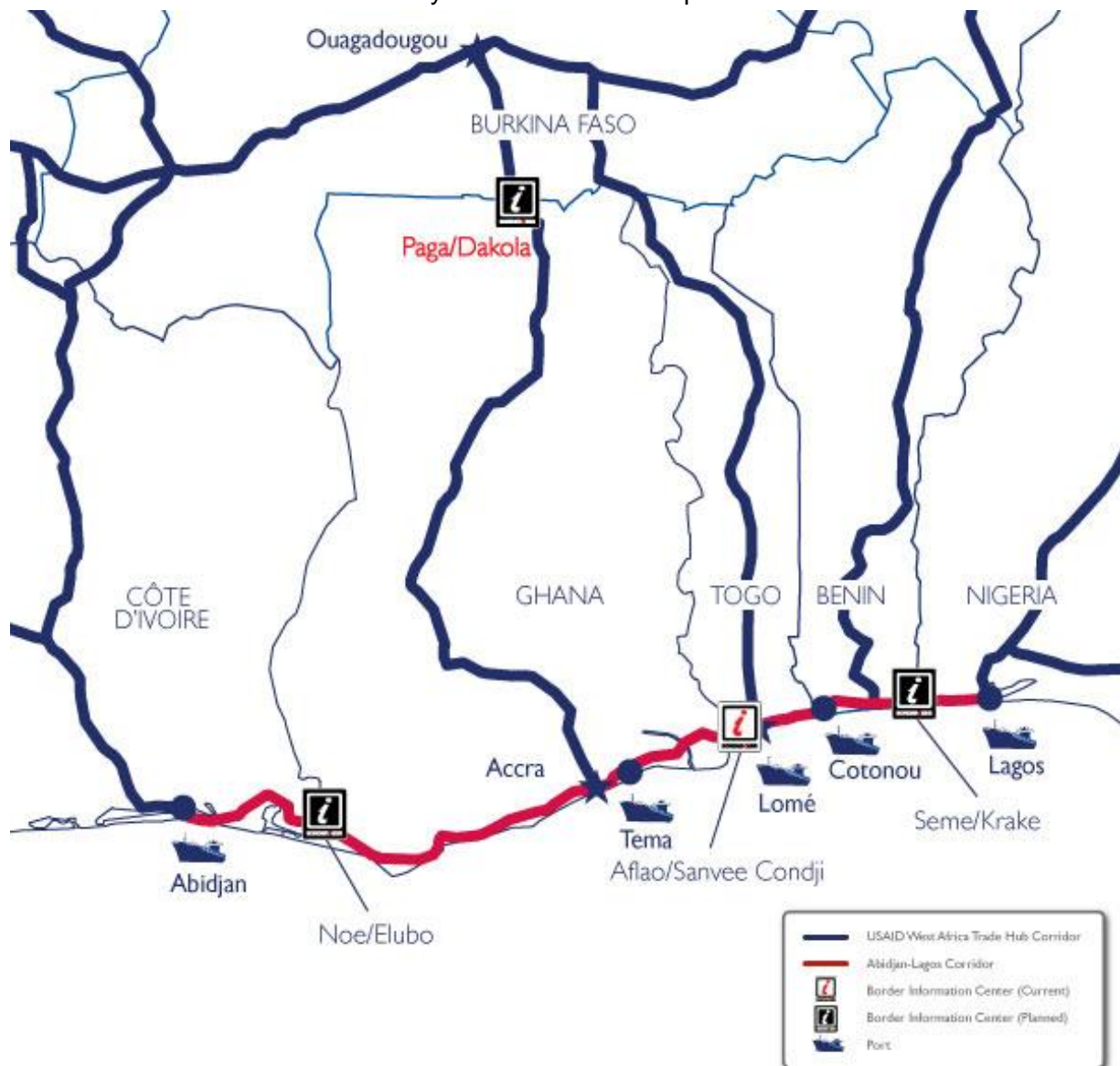
The Border Information Center initiative was piloted at the **Ghana-Togo** border at Aflao in partnership with the **Ghana** Shippers' Authority and the Abidjan-Lagos Corridor Organization in **Togo**. In its first year of operation the pilot BIC, launched in August 2011, has already led to significant reductions in average customs clearance times. Initial assessment of the border showed that clearance times were lengthy and could be significantly improved. In **Ghana**, the portion of import clearance done by BIVAC²⁸ alone initially took an average of three to four days when documents were filed correctly. After a series of consultations with BIVAC, the Ministry of Trade, Customs, and freight forwarders, BIVAC stationed personnel at the border and improved the efficiency of its border procedures. A study of clearance times at Aflao conducted by the USAID Trade Hub found the improvement reduced processing time to an average of 17 hours compared to the initial baseline of approximately 80 hours. Although the BIVAC process remains the lengthiest at the border, initial progress has reduced the wait time by over 75%. As the project continues, partnership to run the BIC office in **Togo** is set to be transferred to the National Shippers' Council of **Togo** to provide a permanent home for the BIC.

Building on the success of the first BIC, the USAID Trade Hub was set to launch the second BIC at the **Burkina Faso-Ghana** border (Paga and Dakola) in late September 2012, but after the period covered by this report. The new emphasis on the border and resulting dialog between key stakeholders has already paid dividends as **Ghana's** BIVAC has begun plans to replicate the changes it made to its Aflao operations in Paga. As the BIC carries on its operations, the Trade Hub will continue to track improvements against the current average clearance times measured by a baseline study conducted before the launch of the center.

Mean Clearance Times	Aflao		Kodjoviakopé		Paga		Dakola	
	Imports (Hour:Min)	Exports (Hour:Min)	Imports (Hour:Min)	Exports (Hour:Min)	Imports (Hour:Min)	Exports (Hour:Min)	Imports (Hour:Min)	Exports (Hour:Min)
Time of Arrival to Time Driver Submits Documents to Clearing Agent	1:31	1:22	0:09	0:07	3:52	1:48	0:38	0:00
Time Driver Submits Documents to Agent to Time Customs ForMalities Begin	6:29	2:06	0:42	4:23	0:54	2:12	10:47	0:31
Time Customs ForMalities Begin to Time of Customs Examination	7:36	5:43	3:33	0:23	1:25	2:28	17:23	N/A
Time of Customs Examination to Time of Release	1:55	2:14	2:26	0:39	0:16	0:31	2:10	N/A
Time of Release to Time of Departure	0:23	0:40	0:23	0:08	0:16	0:27	4:30	1:09
Total Time from Arrival to Departure	17:55	12:08	7:15	5:41	6:44	7:27	35:29	1:41

²⁸ BIVAC – Bureau Veritas, a service provider and destination inspection company which issues final classification and valuation reports for imported goods over USD 3,000 in value crossing the border. BIVAC was awarded a 5-year contract through the Ghana Ministry of Trade and Industry.

In partnership with the USAID Business Environments for Agile Markets (BEAM) project, the Trade Hub is set to expand the Border Information Center initiative along the Abidjan-Lagos Corridor with two additional BICs. The first, scheduled to open in December 2012, will be located along the **Nigeria-Benin** border at Seme-Krake. Partnering with the **Nigeria** Shippers' Council and the **Benin** Shippers' Council to host the BIC offices, the USAID Trade Hub has worked closely with the **Nigeria** Customs Service, NEXIM Bank and USAID **Nigeria** to carry out preliminary evaluations of the border and to secure high-level administrative support for the project. These evaluations have identified the large volumes of informal and non-compliant traders as the key barriers to formalizing and expediting the cargo clearance process at the border. The second BIC is scheduled to open along the **Côte d'Ivoire-Ghana** border at Noe-Elubo in February 2013. Building on the strong governmental support from **Côte d'Ivoire** to reduce delays and increase compliance which resulted from the first



Borderless Conference in Abidjan in May 2012, the USAID Trade Hub is partnering with the **Ghana** Shippers' Authority and the Ivoirian Shippers' Council (*Office Ivoiriens des Chargeurs*) to host the BIC, and receiving institutional support from the Ivoirian Export Promotion Agency (*APEX-CI*).

The first Border Information Center was inaugurated in August 2011. Additional Centers are slated to open in September and December 2012 and January 2013.

Expedited Clearance

The USAID Trade Hub Gap Analyses also identified a need for more open and expedited trade within West Africa. This conclusion was echoed by a February 2012 report published by the USAID Trade Hub, “Impact of Open, Expedited Trade on Investment in the ECOWAS Region.” Based on a series of interviews and research, the study demonstrated that broader implementation of ETLS would induce investment, promote development and job creation, and ultimately reduce consumer prices while raising national tax revenues.

In response to these findings, the USAID Trade Hub has begun a campaign to advocate for the expedited clearance of goods at regional borders. Supplementing the BIC initiative, which is designed to educate stakeholders on the rules and regulations of transporting goods across borders, the Business Environment team is working toward the adoption of rules and regulations which will expedite these border processes. In a forum of key stakeholders in **Ghana**, including the **Ghana** Customs Service, the ministries of Trade and Finance, the **Ghana** Standards Board, and BIVAC, this advocacy spurred the rehabilitation of physical infrastructure²⁹ at the **Ghana-Togo** border and effected the change of BIVAC operations which resulted in the marked reduction of import good clearance times measured by the Aflao BIC. The USAID Trade Hub has continued to meet with these key stakeholders to promote the adoption of a risk assessment system by **Ghana** Customs which will allow for the expedited clearance of low-risk importers and non-dutiable goods. The reduced time and cost of moving these low-risk goods will ultimately have knock-on effects for all goods crossing **Ghana's** borders, by reducing congestion and demand for customs officers' time.

The USAID Trade Hub is also partnering with USAID BEAM to support the efforts of national shippers' councils from **Benin, Burkina Faso, Cameroon, Ghana, Nigeria, and Togo**, as they devise and advocate a regional single window initiative to improve the efficiency of customs processing in West Africa. The single window system will increase the speed and reduce the cost of clearing cargo goods through customs posts by simplifying and centralizing customs requirements and procedures in one location.

Borderless Alliance

The Borderless Alliance is a partnership of private sector organizations working in close collaboration with public sector stakeholders to facilitate the free movement of persons, goods, and vehicles within ECOWAS by reducing transportation costs and delays. These cost reductions will increase the profitability and competitiveness of West African producers in regional markets and create opportunities to expand production and regional trade. Increased production will in turn raise government tax revenues and household incomes.



The Borderless Executive Committee includes representatives of the region's leading trading companies.

²⁹ The African Development Bank has initiated an infrastructure project to rehabilitate the Akatsi-Aflao road and set up structure for a parking lot. The expected completion is scheduled for early 2014.

In May 2012 the Borderless Alliance held its first conference in Abidjan, **Côte d'Ivoire**. Over 175 participants representing private firms and public sector stakeholders from across West Africa, the UK, and the U.S. gathered to collaborate on reducing the costs and delays of transporting goods within West Africa. The conference strengthened and solidified the fledgling Borderless Alliance as membership grew from three to 23 paying members, 10 of which are large or multinational corporations including Nestlé, OLAM, and British American Tobacco. Additionally, the conference initiated high-level public sector commitments to increasing trade in West Africa and garnered over USD 30,000 in sponsorship from the **Nigeria** Export-Import Bank, Ecobank, British American Tobacco, Scanning Systems (the operator of the Cinkassé Joint Border Post), *Port Autonome d'Abidjan*, and the Government of **Côte d'Ivoire**.



In Transit is the official newsletter of the Borderless Alliance.

Alliance to 50 members and will include a General Assembly to vote on a strategic plan which will guide the Borderless Alliance's activities over the short to medium term. In preparation for the conference, the Borderless Alliance has begun to establish a series of national committees in order to drive membership and provide a regional forum for members to address country-specific barriers to trade.

The conference also marked the official inauguration of the Borderless Alliance when the 23 members gathered for the first General Assembly meeting to elect the Alliance's Executive Committee. The Executive Committee, which includes representatives from OLAM International, Nestlé, British American Tobacco, and Tarzan Enterprise, subsequently appointed Mr. Justin Bayili as the Managing Director of the Borderless Alliance secretariat. In this role, Mr. Bayili will run the day-to-day operations of the Borderless Alliance and produce a strategic plan to guide those operations.

Building on this initial success, the second annual Borderless Conference, "Borderless 2013: Connecting Markets," is scheduled to take place in Ouagadougou, **Burkina Faso**, in February 2013. The conference will bring together over 300 people from the public and private sectors to work towards connecting West African and global markets through efficient transportation across

West Africa. The event is expected to increase membership of the Borderless

The Executive Committee held its first formal meeting in Cotonou, **Benin** on June 26, 2012 to draw up plans and activities for the Alliance. The Alliance has also launched national committees in **Nigeria** and **Côte d'Ivoire**. In **Nigeria**, the Strategic Planning Unit of NEXIM Bank is actively coordinating with the national committee to host Borderless 2014. In **Côte d'Ivoire** a seven-member Executive Committee has been formed to intensify Alliance activities in the areas of membership drive and advocacy, in October 2012. This National Committee is chaired by Nestle West Africa and its members include OIAM-Côte d'Ivoire, Cooperative COPRA, the Chamber of Commerce and Industry and OFT (Transport Facilitation Observatory). The Alliance's secretariat is working closely with ABEP (Benin) and the private sector on the formation of the National Committee of **Benin**.

Analysis

West African producers of food, light manufactured goods and fast-moving consumer goods have difficulty participating in Africa's recent economic expansion due to the region's formal and informal barriers to trade. Corruption, delays, excessive taxes, inefficient procedures and poor infrastructure restrict the opportunities for West African producers to service domestic, regional, and international markets, presenting a great potential to advance social and economic development in the region. In response to these barriers, the Borderless Alliance was created to provide a sustainable platform on which to leverage its members' influence and resource base to advocate for policy reforms which will reduce transportation costs. The costs of implementing such policies and practices are low, but the returns for businesses, governments, and consumers are high in the medium to long term.

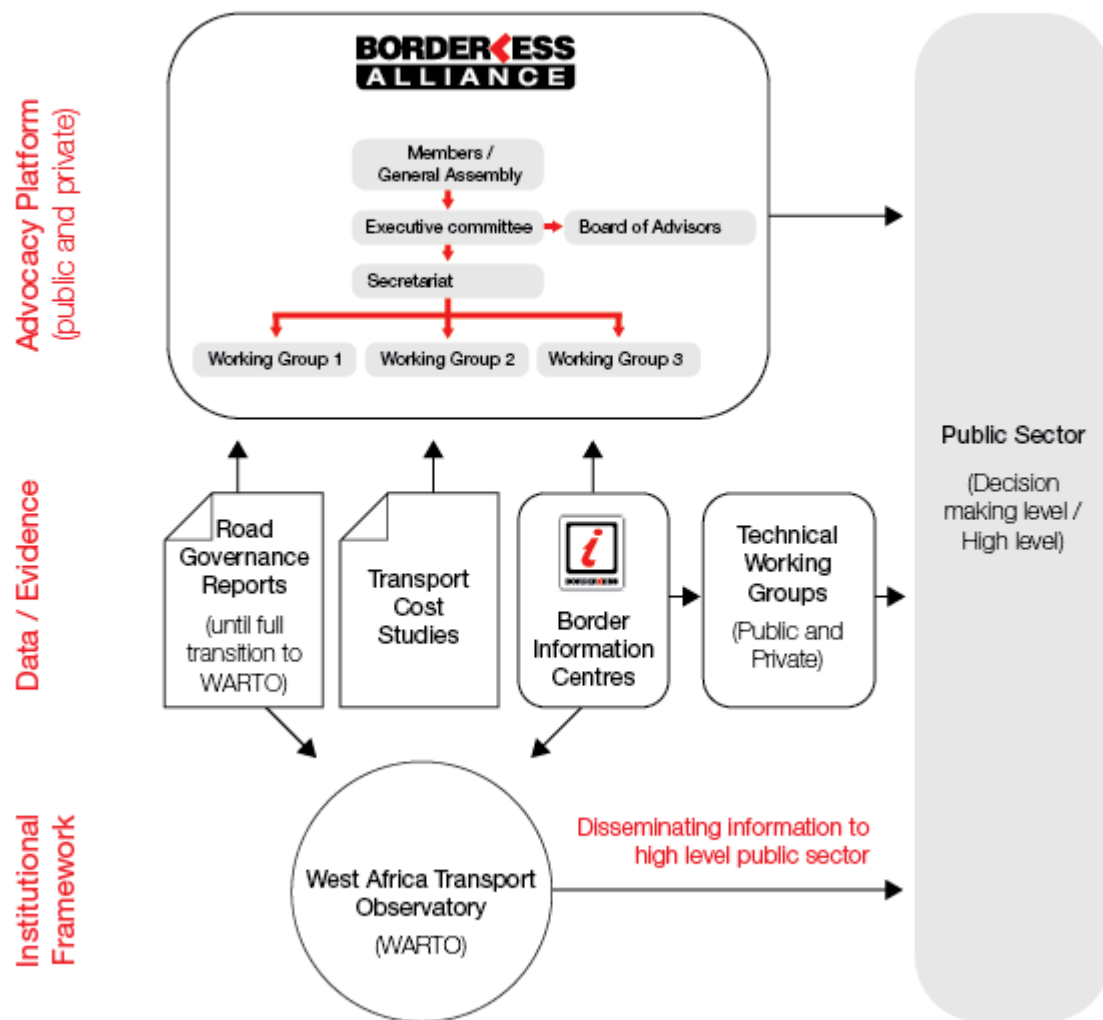
After holding its first conference, and with the permanent institutional structure of the executive committee and secretariat in place, the Borderless Alliance is beginning the transition away from USAID Trade Hub guidance and assistance, and toward institutional self-sufficiency. The Alliance has the potential to become an influential force in promoting efficient trade policy, but first it must overcome large challenges. While the merits of a private sector alliance advocating for efficient trade policy in West Africa are widely recognized, the value proposition to prospective members must be improved. In order for the Borderless Alliance to continue to grow and maintain a high level of involvement from its members, it must generate results which add value to its members' bottom lines. As such, the Alliance is developing a strategic plan for the short, medium and long term focused on evidence-based advocacy, targeting the most achievable policy reforms and membership services which will yield the greatest impact.

The Aflao Border Information Center has already generated initial reductions in customs clearance times at the border. As the USAID Trade Hub and partner organizations expand this initiative, it is vital to continue to monitor the impacts of the centers and how traders, drivers and agents at the border utilize them. The centers will continue to conduct regular studies of border clearance times, and report on activities, in order to constantly evaluate and improve the information and services that the centers provide. However, while numerical measurements of customs clearance times are important for evaluating the effectiveness of the BICs, some of the most important impacts of the BIC initiative are not necessarily tangible: the BICs provide a mechanism for regional collaboration between national shippers' councils, and a forum for direct dialog between the private sector and the uniformed services.

It is this form of collaboration which has spurred the regional single window campaign by regional shippers' councils in West Africa. While this initiative promises to greatly reduce shipping costs, it is unlikely to be adopted in the short term. Going forward, the Trade Hub will provide technical assistance to the initiative when it can, but will focus the majority of its trade-expediting efforts on other projects. Primarily, the Business Environment team will continue to promote the adoption of a risk management and expedited clearance system by **Ghana** Customs service. The customs service has expressed a willingness to explore such

a system, but adequate safeguards must be developed to ensure disreputable traders will not be able to take advantage of the process.

Borderless West Africa





CASE STUDY

Improving access to information

Border Information Centers are tackling the causes of delays and costs at the places where they are most problematic: borders.



USAID West Africa Trade Hub

West Africa's second Border Information Center opened at the Burkina Faso-Ghana border in September 2012.

CHALLENGE: In order to transact business anywhere, stakeholders need access to information. In West Africa, access to information on trade rules and procedures is limited and uneven. A USAID West Africa Trade Hub nine-country study of the ECOWAS Trade Liberalization Scheme (ETLS) in 2009 highlighted the particular severity of this problem at borders in the region. In particular, the study showed that information often did not reach borders – where arguably it was most needed. Customs officers, for example, were not informed in a timely manner of key changes in the ETLS, nor did they have any means of accessing such information. Private and public sector stakeholders alike agreed that improved access to information at borders would benefit all stakeholders. Additional studies found that delays at borders were also significant because of a complex intersection of interests. Stakeholder collaboration was equally important in reducing these delays and their associated costs.

INITIATIVE: The Trade Hub worked with the Ghana Shippers' Authority (GSA) and the Abidjan-Lagos Corridor Organization (ALCO) to launch a Border Information Center at the Ghana-Togo border in August 2011. A second Center will open at the Burkina Faso-Ghana border in September 2012, in conjunction with the Burkina Shippers' Council and the GSA; and additional Centers are planned for the Côte d'Ivoire-Ghana and Benin-Nigeria borders. The Centers are connected to the internet and include plain-language brochures on the rules for moving goods and vehicles across borders.

OUTCOME: Since the Ghana-Togo Border Information Center's debut in 2011, preliminary data shows a significant decline in delays: preliminary data showed the average time for inspections dropped from 7 days to 2 days. This is a result of the Center bringing together stakeholders in discussions to identify and analyze the causes of delays – and take action to reduce them. The drop in delays also stems from the Center's workshops for customs, immigration and security officials.

ACTIVITY TABLES

AGOA Services

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
AGOA and Entrepreneurship Workshop	19-20 July 2012	Tamale, Ghana	Abou Fall
AGOA Workshop at Benin International Trade Fair	August 2-4 2012	Cotonou, Benin	Abou Fall, Karen Radji
eARC Planning Meetings	September 4-7 2012	Niamey, Niger	Abou Fall
AGOA and Doing Business Workshop	September 10-16 2012	N'Djamena, Chad	Abou Fall

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
AWEP Training Program	15-18 October 2012	Nairobi, Kenya	Abou Fall
SIAO Exporters Training	30 October – 2 November 2012	Ouagadougou, Burkina Faso	Abou Fall
eARC Opening Niger	November 2012	Niamey, Niger	Abou Fall, Emre Cilem
eARC Opening Guinea	November 2012	Conakry, Guinea	Abou Fall, Karen Radji, Emre Cilem

Market Linkages

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
New York International Gift Fair	August 18-22	New York, NY	Leslie Shages & Elaine Bellezza
ERC Site Visits and Technical Assistance	August 24, 27-29, Sept 3	Accra, Ghana	Leslie Shages
Burkinabè Exhibitor Training on Trade Show Prep and Marketing	August 30-31	Ouagadougou, Burkina Faso	Leslie Shages & Mamadou Ouattara
Honey Manufacturer Site Visit and Technical Assistance	September 1	Koudougou, Burkina Faso	Leslie Shages & Mamadou Ouattara
Presentation to Jergens	September 11	Cincinnati, OH	Leslie Shages & Joe Funt
Natural Products Expo East	September 22	Baltimore, MD	Leslie Shages
LOHAS Regional Networking and Media Event	September 28	Washington, DC	Leslie Shages

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
SIAL	October 21-25	Paris France	Leslie Shages & Makhtar Thiam
Burt's Bees Buyer Trip	October 29-November 7	Multiple Sites, Burkina Faso and Ghana	Leslie Shages & Aaron Adu
Baobab Site Visit with Phytotrade	November 9-10	Dakar, Senegal	Leslie Shages
Sustainable Food Summit	January 22-23, 2013	San Francisco, CA	Leslie Shages
LOHAS Regional Networking and Media Event	January 25	Los Angeles	Leslie Shages
LOHAS Regional Networking and Media Event	February	Denver, CO	Leslie Shages
Natural Products Expo West	March 7-10	Anaheim, CA	Leslie Shages

Cashew & the African Cashew Alliance (ACA)

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
USD 2.4M EBID loan granted to Cajou Espoir	31 July 2012	Togo	Sunil Dahiya
MOU signed to establish East Africa Regional Platform	31 July 2012	Nairobi, Kenya	Christian Dahm, Sunil Dahiya
Technical Assistance Visit	20 August 2012	Guinea Conakry	Sunil Dahiya
Joint meeting with USAID Guinea and Guinean Ministry of Finance	22 August	Guinea Conakry	Sunil Dahiya
MIM Cashew is second factory approved for ACA seal	13-14 September	Ghana	Jim Giles, Gillian Epule
7 th ACA Annual Conference	17-20 September	Cotonou, Benin	Christian Dahm, Xenia Defontaine

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
SIAL	21-25 October	Paris, France	Christian Dahm
Global Cashew Task Force & SIAL	21-25 October	Paris, France	Christian Dahm
Cashew week in Guinea Conakry	In December	Conakry	Christian Dahm
Cashew week in Côte d'Ivoire	In February	Abidjan	XéniaDéfontaine
Launch of country season	Various	Bénin, Burkina Faso , Nigeria	Xénia Défontaine, William Larbi

Shea

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Shea nuts quality trainers training	July 10, 2012	Wa, Ghana	Aaron Attefa Ampofo
Shea nut quality community training	July 12 to August 10, 2012	Tamale, Bolgatanga, Bole, Damago, Paga and Wa, Ghana	Aaron Attefa, Jeremiah Seidu, Senyo Kpelly, Clement Ayamga, Micheal Addo, Eric Banye
National Association Meeting	August 14, 2012	Ouagadougou, Burkina Faso	Velegda Mamounata
National Association Meeting	September 11, 2012	Tamale, Ghana	Zakaria Iddi
Brands Engagement	September 11, 2012	Cincinnati, U.S.A	Joseph Funt

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Regional Quality Improvement Project	November 2012 to July 2013	Ghana, Benin, Burkina Faso	Aaron Adu
International Shea Conference	March 4-6, 2013	Abuja, Nigeria	Aaron Adu

Home Décor & Fashion Accessories

ACTIVITIES JULY – SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Home Décor & Fashion Accessories</i>			
Exporter Training Workshop, including Sustainable wood sourcing training (WATH and BEAM)	3-5 July 2012	Abidjan, Côte d'Ivoire	Elaine Bellezza, Gustav Adu, Emmanuel Odonkor
Buyer Visit, Mbare Ltd. Robbie Stewart	22-24 July 2012	Dakar, Senegal	Elaine Bellezza, Deborah Gilbert
Exporter Training Workshop	25 July 2012	Dakar, Senegal	Elaine Bellezza, Makhtar Thiam
New York International Gift Fair (NYIGF)	18 – 21 August, 2012	New York, U.S.	Elaine Bellezza, Leslie Shages
Tendence, Africa Chic Conference	22 -26 August, 2012	Frankfurt, Germany	Elaine Bellezza
Country Assessment (BEAM)	6 – 13 September 2012	Niamey, Niger	Elaine Bellezza
Buyer Visit , World Peaces, Connie de Jong	Sept 12 – October 3, 2012	Accra, Ghana	Elaine Bellezza, Emmanuel Odonkor
<ul style="list-style-type: none"> - Support to ERCs to comply with wood regulations (Pier 1 order) - Facilitation of meetings with Forestry Commission to streamline procedures for sustainable sourcing of wood in the handicraft sector - Technical advice to handicraft producers on the drying of wood to prevent molds and to ensure good quality wood before and after shipment 	July- September 2012	Accra, Ghana	Gustav Adu, Emmanuel Odonkor

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Home Décor & Fashion Accessories</i>			
Buyer Trip - West Elm	14-16 October, 2012	Accra, Ghana	Elaine Bellezza
Design Network Africa Conference (DNA)	17-19 October, 2012	Accra, Ghana	Elaine Bellezza, Emmanuel Odonkor
Salon International d'Artisanat de Ouagadougou (SIAO) (10 Buyer Visits)	27 October – 4 November, 2012	Ouagadougou, Burkina Faso	Elaine Bellezza, Emmanuel Odonkor, Karmen Unterwegner
Buyer trip (Charity Intl)	October, 2012	Accra, Ghana	Elaine Bellezza
Buyer trip (Bamboula)	October, 2012	Accra, Ghana	Elaine Bellezza
Buyer trip (Yael)	October, 2012	Accra, Ghana	Elaine Bellezza
Support ERCs to comply with international requirements on material legality and sustainability and to begin building awareness	October 2012 – March 2013	ACTE countries; Benin, Côte d'Ivoire Guinea Conakry	Gustav Adu, Emmanuel Odonkor
Develop operational environmental monitoring and mitigation plans for West Africa (Wood)	October 2012 – March 2013	West Africa	Gustav Adu, Emmanuel Odonkor
Product Development, leather specialist(BEAM)	November 2012	Niamey, Niger	Leather specialist, To be identified
Product development, Basket specialist (BEAM)	November, 2012	Niamey, Niger	Basket Specialist To be identified
Product development, jewelry specialist (BEAM)	November, 2012	Niamey, Niger	Jewelry specialist, To be identified
Buyer trip (Imagine Home)	November 2012	Accra, Ghana	Elaine Bellezza
Buyer trip (Imagine Home)	November 2012	Dakar, Senegal	Elaine Bellezza
Design Consultant for Ambiente Prep Cheick Diallo	November 2012	Accra, Ghana	Elaine Bellezza
Sector assessment (BEAM)	December 2012	Cotonou, Benin	Elaine Bellezza
Buyer trip (Swahili) &	December 2012	Abidjan, Côte	Elaine Bellezza

Activity	Date	Location	Contact person
export capacity building (BEAM)		d'Ivoire	
Sector assessment (BEAM)	January 2013	Conakry, Guinea	Elaine Bellezza
Buyer trip (Ten Thousand Villages)	January 2013	Accra, Ghana	Elaine Bellezza
Buyer trip (Ten Thousand Villages)	January 2013	Dakar, Senegal	Elaine Bellezza
Buyer trip (BEAM)	January 2013	Côte d'Ivoire	Buyers To be identified
Ambiente Capacity building (BEAM)	January 2013	Côte d'Ivoire & Burkina Faso	Elaine Bellezza
Market trip (Buyer & market consultant) (BEAM)	January 2013	Niamey, Niger	Buyers To be identified & Elaine Bellezza
Ambiente Trade Show	15-19 February 2013	Frankfurt, Germany	Elaine Bellezza

Apparel

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Signing of Agreement between BDSF and Dignity Industries Business Plan (Sierra Leone garment factory) Feasibility Study (Dignity Industries and Rimartex Ltd)	April-May 2012	Accra, Ghana	Hanna Amichia, Vanessa Adams, & Jacques Betsy
Business Plan (Lolo Andoche and Gretta Luce from Benin) Technical Assistance (Dignity and Rimartex)	July 2012	Accra, Ghana	Jacques Betsy & Hanna Amichia
Technical Assistance Factory visit with U.S. buyer & Set up of production lines with expats	September 2012	Accra, Ghana	Jacques Betsy

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Finalizing production samples for U.S. order Complete training Launching of production export order	Oct 2012	Accra, Ghana	Jacques Betsy, Hanna Amichia, & Sara Quainoo
Training on Manufacturing, productivity, quality and design (BEAM)	Nov 2012	Côte d'Ivoire & Benin	Jacques Betsy & Hanna Amichia
Production of U.S. export orders	Dec 2012	Accra, Ghana	Jacques Betsy, Hanna Amichia, & Sara Quainoo
Delivery of U.S. and other export orders	Jan 2013	Accra, Ghana	Jacques Betsy
Finalize production planning for Dignity and Rimartex through December 2013	February 2013	Accra, Ghana	Jacques Betsy

Specialty Foods

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity		Location	Contact person
<i>Transport Infrastructure/ Business Environment</i>			
Visit companies assessment and selection for East Natural Food Expo	Aug 6- 12	Ouagadougou ; Bobo Dioulasso (Burkina Faso)	Roger Brou Makhtar Thiam
Training for Burkinabè participants in East Natural Food Expo,	Aug 30 – Sept 2	Ouagadougou (Burkina Faso)	Leslie Shages Makhtar Thiam
The Livestock-Climate Change Collaborative Research Support Program (LCC CRSP) Workshop	Aug 21 -22	Dakar (Senegal)	Makhtar Thiam
PROPAK West Africa Packaging Exhibition 2012	September 4-5	Lagos (Nigeria)	Makhtar Thiam

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Transport Infrastructure/ Business Environment</i>			
Salon International de l'Alimentation de Paris (SIAL 2012)	October 21-25	Paris (France)	Leslie Shages Makhtar Thiam Ndiasse Ngom (ASEPEX)
*Trip assessment	December 2012	Benin, Togo	Makhtar Thiam
Consultancy product development	January 2013	Dakar (Senegal)	Makhtar Thiam Ndiasse Ngom (ASPEX)

Financial Services

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Access to Finance training at handcraft workshop	July 3-5	Abidjan, Côte d'Ivoire	Roger Brou, Elaine Belezza
Shea Meeting	July 6	Abidjan, Côte d'Ivoire	Roger Brou; Jean-Guy Biley
ERC field visits	August 5-11	Burkina Faso	Roger Brou, Makhtar Thiam
U.S. Embassy Entrepreneurs workshop	Sept 4-5	Tamale, Ghana	Roger Brou
Cashew Annual Conference	Sept 17-20	Cotonou, Benin	Roger Brou, Finance Team

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Facilitation of pending deals: Agrotec in Benin , African commodities in Benin , & MAHACO in Côte d'Ivoire	October to December	Benin & Côte d'Ivoire	CFS Subcontractor
Banker Training	October to December	Togo, Côte d'Ivoire, Guinée	CFS Subcontractor, Judd Welsh PSC
Facilitation of pending deals: Agrotec/ Benin , African commodities/ Benin , MAHACO/Côte d'Ivoire	October to December	Benin & Côte d'Ivoire	CFS Subcontractor
DCA usage conference	October	Senegal	Finance Team Leader Roger Brou, all team members to participate
A2F capacity-building needs assessments: Burkina Faso and Niger	October	Burkina Faso & Niger	Stephanie Diakite, PSC
AFDB annual meeting	November	TBD	Roger Brou/Stephanie Diakite PSC

Activity	Date	Location	Contact person
Capacity-building activity	November - December	Burkina Faso and Niger	Stephanie Diakite, PSC
A2F best practices and lessons learned assessment	TBD	Sampling TBD	Stephanie Diakite, Judd Welsh, Peter White/PSC

Transport Infrastructure

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Ghana Police officers training	July 19-20	Elmina, Ghana	Afua Eshun
Stakeholders meeting on Transport Observatory	July 23-24	Ouagadougou, Burkina Faso	Niels Rasmussen
Focus group discussion on transport costs	August 16	Accra, Ghana	Afua Eshun
Workshop on common road regulation	September 5-7	Lome, Togo	Ibrahima Sy
Road Governance roadshow	September 6	Gaya, Niger	Christophe Bruyas
Ghana Police officers training	September 6-7	Koforidua, Ghana	Afua Eshun
Drivers' Guide launch	September 12	Ouagadougou, Burkina Faso	Niels Rasmussen
Focus group discussion on transport costs	September 13	Ouagadougou, Burkina Faso	Afua Eshun
Drivers' Guide launch	September 20	Lome, Togo	Noel Kossonou
Road Governance roadshow	September 21	Cotonou, Benin	Christophe Bruyas
JICA workshop on traffic flows	September 24	Ouagadougou, Burkina Faso	Niels Rasmussen
CBC symposium on Transport in Africa	September 25-27	Ouagadougou, Burkina Faso	Niels Rasmussen

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Trade and Investment Competitiveness</i>			
Dissemination of the 19 th Road Governance report and Development of the	October 4	Abidjan, Côte d'Ivoire	Christophe Bruyas

Activity	Date	Location	Contact person
Drivers' Guide			
Stakeholders meeting on Transport Observatory	October (TBC)	Cotonou, Benin	Niels Rasmussen
Development of the Drivers' Guide to Senegal	October 15-19	Dakar, Senegal	Ibrahima Sy
Verification trip on Dakar-Bissau corridor	October 22-26	Senegal, Guinea-Bissau	Bright Gowonu
Road Governance Caravan	November (TBC)	Senegal	Noel Kossonou
Dissemination of the 20 th Road Governance report	November	Niamey, Niger	Christophe Bruyas
Dissemination of the 20 th Road Governance report	December	Cotonou, Benin	Christophe Bruyas
Dissemination of the 20 th Road Governance report	January	Ghana	Christophe Bruyas
Road Governance Caravan	January	Burkina Faso	Noel Kossonou
Drivers' Guide launch	February	Côte d'Ivoire	Christophe Bruyas
Drivers' Guide launch	February	Senegal	Christophe Bruyas

Business Environment

ACTIVITIES JULY 2012–SEPTEMBER 2012

Activity	Date	Location	Contact person
<i>Transport Infrastructure/ Business Environment</i>			
Sensitization Workshop on Transport Facilitation	July 4-6	Lome, Togo	Sola Afolabi, Kara Diallo
Assessment of Noe-Elubo Border BIC	July 8-10	Elubo, GH & Noe, CI	Sola Afolabi, Kara Diallo, Ibrahima Sy (BEAM)
Ghana Police officers training on trade facilitation	July 19 - 20	Elmina, Ghana	Evans Klutse
Borderless Alliance Membership Drive	July 23	Ouagadougou, Burkina Faso	Sola Afolabi, Justin Bayili
Transport Observatory Meeting	July 23 – 24	Ouagadougou, Burkina Faso	Sola Afolabi, Justin Bayili
Visit to Ouagadougou Customs & Ouagarinter	July 24-27	Ouagadougou, Burkina Faso	Ometere Omoluabi
BIC Launch; GC-Net, GC-eTrack Tracking System	July 30	Aflao, Ghana	Sola Afolabi, Evans Klutse
Seme-Krake BIC preparation, Single Window Workshop	August 7	Abuja, Nigeria	Sola Afolabi, Ometere Omoluabi (BEAM)
Visit to Paga-Dakola to finalize borders assessments	August 6-10	Paga, Ghana & Dakola, Burkina Faso	Kara Diallo, Ryan Yingling
Focus Group to update Tema-Ouagadougou Transport Cost study report	August 13	Tema, Ghana	Sola Afolabi, Ometere Omoluabi
Clearing Agents' & Freight Forwarders Training	August 21	Lome, Togo	Kara Diallo, Antonina Bawuah
Meeting with Côte d'Ivoire Borderless	August 22	Abidjan, Côte d'Ivoire	Sola Afolabi, Justin Bayili (BEAM)

Activity	Date	Location	Contact person
Alliance Executive Committee Members			
Expediting Clearance Stakeholders' Working Group	August 24	Accra, Ghana	Sola Afolabi, Ometere Omoluabi
Border Information Center - ALCO Training of Freight Forwarders	August 29	Krake, Benin	ALCO
Meeting with Nigeria Shippers Council for Seme Border Information Center	August 29-30	Seme, Nigeria	Sola Afolabi, Ometere Omoluabi (BEAM)
BIC - ALCO Training of Freight Forwarders	September 4	Lome, Togo	ALCO
BIC - ALCO Training of Freight Forwarders	September 5	Krake, Benin	ALCO
Logistics & prep trip for Paga-Dakola launch	September 13-14	Paga, Ghana & Dakola, Burkina Faso	Sola Afolabi, Kara Diallo
Meet with CNCT on BIC	September 17-18	Lome, Togo	Sola Afolabi, Kara Diallo
Presentation & 2013 Borderless Conference Booth at ACA Conference	September 17-20	Cotonou, Benin	Justin Bayili, Bright Gowonu
BA Conference Preparation Trip	September 23-25	Ouagadougou, Burkina Faso	Justin Bayili, Bright Gowonu
CBC symposium on Transport and Logistics	September 25- 27	Ouagadougou, Burkina Faso	Sola Afolabi, Justin Bayili
Paga-Dakola BICs Launch	September 28	Paga, Ghana & Dakola, Burkina Faso	Kara Diallo, Ryan Yingling

ACTIVITIES PLANNED: OCTOBER 2012–MARCH 2013

Activity	Date	Location	Contact person
<i>Transport Infrastructure/ Business Environment</i>			
Borderless Alliance Round Table	October 1-3	Dakar, Senegal	Justin Bayili, Bright Gowonu, Sola Afolabi
Borderless Alliance Ivoirian National Committee Inauguration	October 4	Abidjan, Côte d'Ivoire	Justin Bayili, Bright Gowonu, Sola Afolabi
2013 Borderless Conference on-line Registration Begins	October 8	www.borderlesswa.com www.watradehub.com	Justin Bayili, Bright Gowonu
Krake BIC preparation in Benin	October 9-12	Krake, Benin	Kara Diallo, Antonina Bawuah
ETLS National Approval Committee Meeting and analysis of Ouaga-Inter	October 20-24	Ouagadougou, Burkina Faso	Kara Diallo
Borderless Alliance Burkina National Committee Inauguration and Conference Preparations	October 29-30	Ouagadougou, Burkina Faso	Justin Bayili, Bright Gowonu
Analysis of Seme/Krake BIC and Stakeholder Forum on Report	October 29 – November 16	Accra, Nigeria, Benin	Fred Levitan (BEAM)
Borderless Alliance Senegalese National Committee Inauguration & Trade and Transport Logistics Meeting	November 1-3	Dakar, Senegal	Justin Bayili, Bright Gowonu
Borderless Alliance Ghana National Committee Inauguration	November 2	Accra, Ghana	Justin Bayili, Bright
CWC Logistics Conference & Signing of LOC with Nigerian Shippers Council	November 5-7	Lagos, Nigeria	Justin Bayili, Bright Gowonu
Signing of LOC with CNCT and CNCB	November 8-9	Cotounou, Benin & Lome, Togo	Sola Afolabi

Activity	Date	Location	Contact person
Borderless Alliance Ghana National Committee Inauguration	November 12	Accra, Ghana	Justin Bayili, Bright Gowonu
Consultative meetings with USAID/ECOWAS, NSC (WATH, USAID/WA, Borderless Alliance, AGOA/TRC)	November TBD	Abuja, Nigeria	Sola Afolabi, Byron Battle, Justin Bayili
Seme-Krake BIC Launch Preparation	November 12-15	Krake, Benin & Seme, Nigeria	Ryan Yingling, Kara Diallo (BEAM)
BIC Launch, Seme-Kraké	December 11	Benin-Nigeria	Sola Afolabi, Kara Diallo (BEAM)
Elubo-Noe Border Information Center Launch	February 6 (TBD)	Elubo Border, Ghana	Kara Diallo, Ibrahima Sy (BEAM)
Borderless Alliance Conference	February 14 – 15, 2013	Ouagadougou, Burkina Faso	Justin Bayili, Bright Gowonu, Kara Diallo

ATTACHMENTS

Trip and consultancy reports can be found in Annex 1 to this quarterly report, and the following documents are being distributed as separate attachments:

1. Partnerships Table and Direct Beneficiaries
2. Trip reports
3. *Tradewinds* Stories
4. 19th IRTG Report
5. *In Transit*, the official newsletter of the Borderless Alliance
6. Burkina Faso and Togo Truck Drivers Guides
7. Borderless Alliance one-page summary
8. Paga-Dakola Border Information Center information brochure
9. ACA Newsletter, July 2012
10. ACA 2012 Conference materials
11. Global Shea Alliance strategic plan presentation
12. Ethical Fashion Show brochure
13. Handcraft Exporters Workshop materials
14. Trade Resource Centers: Draft strategy document
15. USAID Trade Hub monthly reports
16. USAID Business Environments for Agile Markets (BEAM) report
17. Environmental Monitoring and Mediation
18. Communications